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THE PERCEIVED ROLE OF
HIGH LEVEL BLACK URBAN MANAGERS
IN VIRGINIA

by

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B.S., May 1981, Syracuse University
M.P.A., May 1985, Old Dominion University

A Dissertation Submitted to the Faculty of
Old Dominion University in Partial Fulfillment of the
Requirements for the Degree of

DOCTOR OF PHILOSOPHY

URBAN MANAGEMENT

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ABSTRACT

THE PERCEIVED ROLE OF HIGH LEVEL BLACK URBAN MANAGERS IN VIRGINIA

Karen Ann Johnson
Old Dominion University, 1992
Director: Dr. Wolfgang Pindur

Focusing on sixteen cities in Virginia, the researcher studied the perceived managerial and career roles that high level black urban managers play in local government. From June to August 1991, black managers in the study completed self-assessments in the following areas: 1) socio-demographics, 2) perceived managerial and career role, 3) behaviors associated with managerial activism, pursuing the needs of the black community and career development, and 4) characteristics of their work environment. Based on their responses, the managers were assigned to role groups. Differences among the groups were noted. The entrepreneurs reported a higher degree of organizational support, role norm and congruence, and pursued the needs of the black community. The climbers engaged in career strategy behaviors. In addition, supervisory support was related to career role. The researcher concludes that specific organizational and personal factors are related to the managerial and career roles black managers play in the urban environment.

DEDICATION

To God and Dr. Carl J. Gerber
without whom it would not have been possible

ACKNOWLEDGEMENTS

Two scriptures, "...with God all things are possible" (Matthew 19:26) and "I can do all things through Christ which strengtheneth me" (Philippians 4:13), guided me through this process. I am truly blessed to have so many people to thank for the love, encouragement, and support they showered upon me during this extremely intense academic endeavor. I am thankful for the guardian angels God provided me every step of the way.

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My supportive, encouragement guardian angels remained focused and shared their confidence in my attaining this goal. They always asked for progress reports, cheered me on and called me Dr. Johnson: always knowing that I would

succeed. So many people played this vital role during this period and I thank God for them all. I would be remiss, however, if I did not thank Jacqueline Bird, Gustee Brown, Jr., Dr. Alvis Caliman, Chris Clark, Arthur J. Goff, Gilda Johnson, Dr. John Jow, Victoria Miller, Barbara McLelland, Wanda Moton, Christine A. Nieman, Dr. Alyicia Tirado, and Dr. Barbara Uenaka.

My guardian angels during the final stages of this dissertation are particularly special people. The final stages of the dissertation coincided with a career move which placed me in Cleveland, Ohio, where I had no visible guardian angels in sight. Dr. Richard McCormick, Mr. and Mrs. James Palmer, Mrs. Verana Sanders, and Mr. Earnest V. Sims were sent to me, right on time, to bring this project to a successful close. All of these individuals gave unselfishly of themselves to assist me in completing this study.

Special thanks are extended to Dr. Carl J. Gerber and Mr. A. Zamberlan, my two mentors, for their continuous support, encouragement, and utmost faith in my ability to complete this dissertation in the two month time frame established. These two men are masters in employee growth and development. I could not have completed this dissertation without them.

Finally, I thank my parents and grandparents for instilling in me a value system which placed God first and

the belief that I could accomplish whatever I dreamed if I worked toward the dream. They said, "Karen, always do your best. Sometimes your best will not please other people but, that is o.k. If you try to please other people, you will forever be at their mercy. Just do your best. And, when you know in your heart that you have done your best, that is all that counts!"

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"The human race, far from being
flattened into monotonous conformity,
will become far more diverse socially
than it ever was before."
-Alvin Toffler

CHAPTER I

INTRODUCTION

The purpose of this study was to identify the profile of high level black urban managers in cities in Virginia by exploring their perceptions about their managerial and career roles. The research problem examined relationships among organizational and internal forces and managerial and career roles of high level black urban managers. The study purports that their urban work environment and internal factors, such as managerial activism and the need to pursue the interests of the black community, are related to the managerial and career roles they believe they play in local government. To elucidate factors related to the black managers' perceived role type, the study focused on their work environment, managerial and career behaviors, personal ambition and their commitment for addressing the concerns of the black

community. The study is based on two premises: 1) high level black urban managers will vary from each other in the perception of their managerial and career role self-image and, more importantly, 2) their self-ascribed managerial role can be discussed in terms of role norm, role congruence, and role incongruence. Accordingly, this study examined the relationships among organizational and internal (personal) factors and the perceived managerial and career roles of high level black urban managers in select cities in Virginia.

This study on the role of high level black managers in local government is of particular importance as the nation prepares for the implications of a multicultural workforce projected by the Hudson Institute. People of color and women are projected to comprise over 80% of the new entrants into the workforce. Black urban managers, in particular, and all managers in general will be confronted with issues ranging from deteriorating infrastructures and austere budgets to interpersonal and race relation issues among a diverse work group. In addition, according to public administration literature, black urban managers could be expected to actively pursue the interests of the larger urban community in general, as well as the interests of the black community in particular. These organizational and societal realities will require a plethora of solid managerial skills. As such, black urban managers will have to determine the role they play in city government in light of these forces, as well as

the forces examined in this study.

The study addressed the following research questions:

A. What is the profile of high level black urban managers?

B1. For urban black managers, what are the relationships among the following variables which comprise managerial role: managerial activism, pursues the needs of the black community and organizational support?

B2. What is the relationship between pursuing the needs of the black community and selected demographic variables?

B3. What is the relationship between the self-ascribed managerial role and selected demographic profile factors of high level black managers?

B4. Do high level black urban managers behave in accordance with their perception of the managerial role that a black urban manager ought to play?

B5. Do high level black urban managers play the managerial role they want to play?

B6. Do high level black urban managers play the managerial role they believe the black community wants them to play?

C1. For black urban managers, what is the relationship between self-ascribed career role and variables related to career role?

C2. For black urban managers, what is the relationship between career role and a selected demographic factor?

D. What is the relationship, if any, between the managerial and career roles of high level black urban managers?

Organization of the Dissertation

The dissertation is comprised of five chapters. The initial chapter of the dissertation contains a discussion on

the background of the problem, significance of the study, and the delimitations of the study. Chapter II, "The Review of the Related Literature," presents the conceptual model used to conduct the reasearch which is a variation on the work of Greenhaus et al. (1990). The model posits that race influences the managerial and career roles of high level black urban managers through organizational and internal forces. The linkages in the model are discussed in terms of the pertinent literature. Literature, theories and studies on management behavior, the black manager, organizational behavior, career development and role theory were conjoined to provide the theoretical framework supportive of the conceptual model. The chapter also includes a description of the four managerial and career roles black managers are hypothesized to play in the urban environment.

Chapter III, "Methodology," commences with an introduction followed by the assumptions made about the sample in the study. The research questions and hypotheses which form the boundary of inquiry for the study are presented. A discussion of the research design employed, the population and sampling procedures utilized, and the setting in which the research was conducted follows. The chapter also contains a discussion of instrumentation, as well as the results of the pilot study conducted on the instrument, definition of terms, and research procedures utilized. Chapter III concludes with a presentation of the data

collection procedures and the data analysis, including statistical procedures and the level of significance used to test each hypothesis.

Chapter IV of the dissertation contains the results of the data analysis. The chapter is comprised of summary data for the entire sample and role groups. The chapter is organized as follows: 1) re-statement of the research question and hypotheses followed by related data with tables, as appropriate; 2) a statistical decision concerning the analysis and an assessment of whether the analysis supports ($p < .05$), or fails to support ($p > .05$) the hypothesis and 3) a brief discussion of the significance of the finding as it relates to theory, practice or future research needs.

The final chapter, Chapter V, "Summary and Conclusions," summarizes the dissertation. It contains a discussion of the findings in light of the theoretical framework and the conclusions inferred, implications of the results for theory and practice and recommendations for future research.

"This is the prospect that man now faces.
Change is avalanching upon our heads and
most people are grotesquely unprepared to
cope with it."
-Alvin Toffler

Background of the Problem

Public administration is the study of the activities and impacts of government agencies, sometimes called bureaucracies, which constitute an important set of actors in the public policy-making process (Lane 1982). Even though "public administration, traditionally defined, comprises those activities involved in carrying out the policies and programs of government (Mosher 1982)," [urban] bureaucracies are also deeply involved in the other stages of the policy-making process to include, policy initiation, policy formulation, articulation, consideration, policy legitimation, policy implementation and policy evaluation (Lane 1982). Woodrow Wilson (1887), in "The Study of Administration," posited a separatism between policy formation and implementation, often referred to as the

politics-administration dichotomy. In essence, he argued that the function of elected officials is to make policy and the function of administrators is to carry out these policies. According to H. George Frederickson:

The policy-administration dichotomy lacks an empirical warrant, for it is abundantly clear that administrators both execute and make policy....Administrators are not neutral. They should be committed to both good management and social equity as values, things to be achieved, or rationales. A fundamental commitment to social equity means that a new public administration is anxiously engaged in change. Simply put, new public administration seeks to change those policies and structures that systematically inhibit social equity....A commitment to social equity not only involves the pursuit of change but attempts to find organizational and political forms which exhibit a capacity for continued flexibility or routinized change (Frederickson 1978).

In the 1960's, civil rights movements marked by demands to achieve representation and full participation in national, state and local political arenas meant blacks were seeking involvement in a second stage of the policy formulation process (Karnig and McClain 1988). Societal attention on civil rights ignited them to seek out representation in organizational and political arenas; in essence, to become a part of the new public administration Frederickson (1978) discussed. Since the 1960s, there has been a rapid increase in the number of black mayors, council and other elected officials (Joint Center for Political Studies 1987). According to Karnig and McClain (1988), "despite these essential electoral gains, it became apparent that minority

elected officials alone were not sufficient" because "many important matters fall under the purview of public administrators." As Frederickson (1978) asserted, new public administration requires a fundamental commitment to social equity which warrants changing policies and structures which impede social equity.

James L. Garnett (1985), in "Organizing and Reorganizing State and Local Government," refers to three core values posited by Herbert Kaufman which influence institutional arrangements for the delivery of urban services. In Kaufman's formulation, state and local administrative institutions:

have been organized and operated in pursuit successively of three core values...representativeness, neutral competency and executive leadership. Each of these values has been dominant (but not to the total suppression of the others) in different periods of our history; the shift from one to another generally appears to have occurred as a consequence of the difficulties encountered in the period preceding the change (Kaufman 1956).

If we apply Kaufman's observation to present day conditions, growing diversity in the workforce has been the basis to a shift to the core value of representativeness in urban government both organizationally and operationally. As Table 1 depicts, Workforce 2000 has projected that from 1985 to 2000, people of color, women, and immigrants will compose 85 percent of the growth in the work force (Johnston and Packer 1987). Workforce 2000 projects work force growth

rates for white men to decrease, while increases are projected for white women and all blacks, Asian-American/Pacific-Islanders, Hispanics and immigrants.

Table 1. Rate of Change of Labor Force Composition

	1985 LABOR FORCE	NET NEW WORKERS 1985-2000
TOTAL.....	115,461,000	25,000,000
White Men.....	47%	15%
White Women.....	36%	42%
Non-white Men.....	5%	7%
Non-white Women.....	5%	13%
Immigrant Men.....	4%	13%
Immigrant Women.....	3%	9%

Source: Hudson Institute, 1987.

Urban policy analysis suggests that linkages exist among the urban environment, the urban policy-making arena and the policies generated. Consequently, as Figure 1 shows, a change in urban environmental forces and conditions should serve as a catalyst for the urban decision-makers to produce responsive policies and determine what effects the policies have on the urban environment. The decade of the 1980's brought a sharp increase in the proportion of black children living in poverty, in single-parent households, and in homes where the family head was unemployed. The 1980's also saw an invasion of crack in local neighborhoods, AIDS, and unemployment among black Americans (Dewart 1990). In 1989, roughly one-quarter of the American black population lived in a hypersegregated urban environment (Massey and Denton 1989).

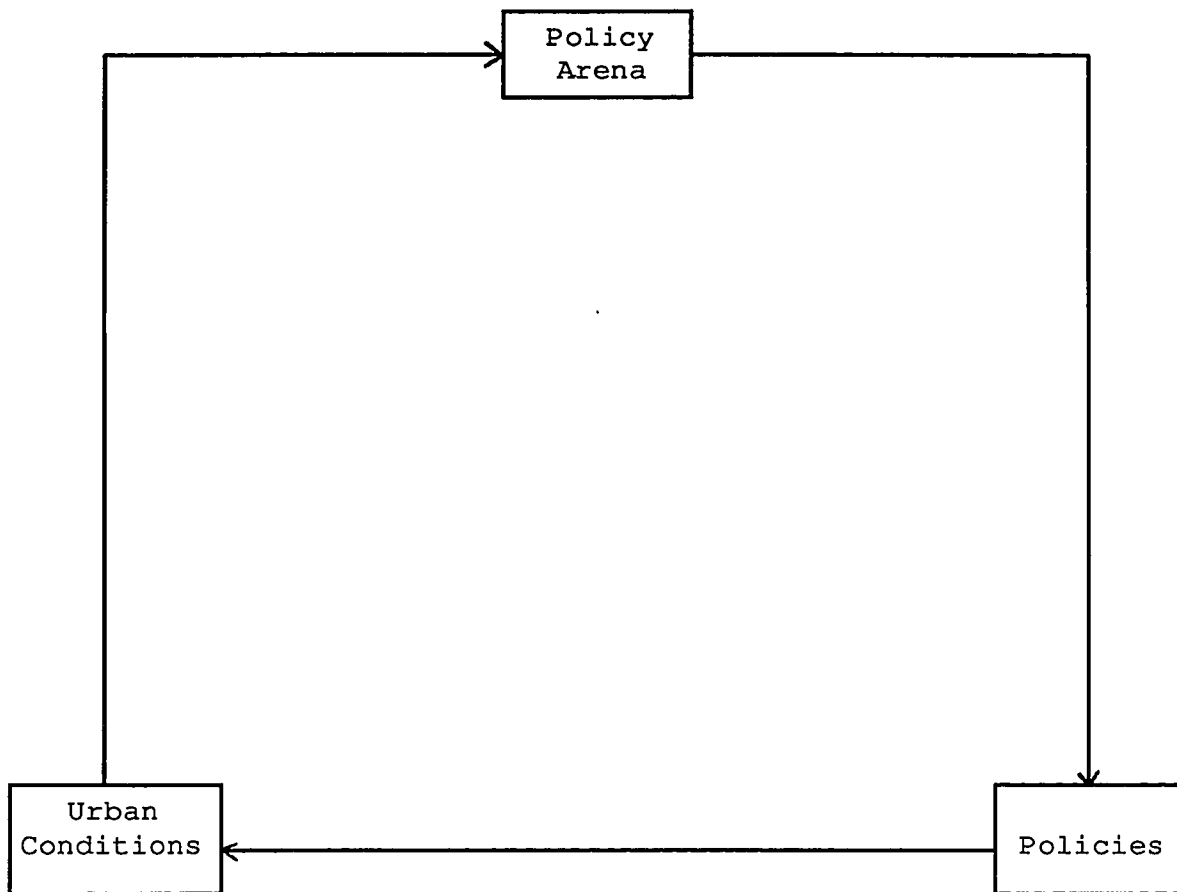


Figure 1. Urban Policy Analysis

Theoretically, these urban environmental forces should have ignited urban decision-makers to produce responsive policies provided through urban agencies' activities, by urban managers, for the good of the people in the urban environment. Since urban decision-makers are both policy-makers and practitioners, they should be involved in the urban policy-making, implementation and evaluation process.

Various factors are important in the successful implementation of any policy. Sabatier and Mazmanian (1980) and Van Meter and Van Horn (1985) concluded that clarity of goals and objectives, in particular, are essential to the successful implementation of policies. Among other essential conditions are a specific office responsible for implementing the policy, a staff favorable to the policy, and superiors supportive of implementation efforts (Karnig and McClain 1988). Holden (1973) has observed, "because implementation depends on specific administrative choices, those groups successful in penetrating the administrative process are likely to achieve a good deal of what they want, and those unsuccessful in penetrating the administrative process are likely to achieve relatively little of what they want." In view of the importance of the implementation process, it is clear that minority activism will not end with the election of minorities to political office, but must move into a third stage: full representation in administrative [and managerial] positions in local government (Karnig and McClain

1988).

This study examined the role of high level black urban managers in local government. The significance of this research became evident when a void in the literature on black managers in general and black managers in the urban environment, in particular, was observed. The preponderance of studies on black managers were conducted between the 1970's and the mid-1980's and focused largely on blacks in corporate America. The studies on black managers in the urban environment remain sparse until the 1990's, but, then the focus shifts to the minority, as opposed to the black manager. This study seeks to fill the gap in the literature regarding the role black managers play in the urban environment.

The literature on black managers in the urban environment may be depleted because of several reasons. They include, lack of interest in the subject, fear of addressing the issue of race or the belief that black managers in general, and in the urban environment in particular, no longer experience racism or treatment discrimination.

Traditionally, American institutions have expected black managers to assimilate for success and advancement. The debate over why black managers are in their high level position and the role they play remains largely a matter of general discussion. This study conjoined the general discussion with the black managers' perspective in an attempt

to introduce insights on the role of high level black urban managers in local government.

Significance of the Study

Local and state government are still experiencing the ramifications of the shift in intergovernmental relations initiated by the Reagan administration. New federalism assumed that government closest to the people is in the best position to responsively satisfy local needs and portrayed privatization as **the** form of urban service delivery. The federal mandate was clear, according to Dennis Judd and Randy Ready (1986): "Cities must make themselves more attractive to private firms and must provide fertile ground for local entrepreneurship." Public - private initiatives increased as cities identified avenues to remain economically afloat.

Decentralization and greater autonomy increased the need for strengthening the local governments' capacity to operate more effectively (Morgan 1989). The goals of municipal government are to maximize the cost-effective contribution of municipal government and to increase the quality of urban life (Fosler 1976). Privatization and efficiency control requirements posed a challenge for all urban managers. As an integral part of today's urban environment, high level black urban managers are faced with running local government operations with major reductions in

federal assistance and fewer guidelines.

According to Henderson (1982) and Boggan (1982), black urban managers are faced with additional challenges.

Henderson (1982), presented five realities confronting future black urban managers:

1. The struggle for equal employment opportunity will continue to be arduous, particularly at the executive and senior administrative levels;
2. That struggle will take place in a shrinking labor market and a tight public sector market;
3. Like whites, black urban managers will require a combination of traditional and novel management training to confront the realities of urban public administration;
4. The ability of black urban managers to advocate the interests of blacks in bureaucracy will be more problematic; and
5. Since we can anticipate that the special programs which encouraged and supported many of today's black managers will be less available in the future, today's black managers and the management professions must invest in future black management talent (Henderson 1982).

Daniel Boggan, Jr., (1982), stated that black urban managers must be able to cope with:

1. The deterioration of infrastructures so severe that many times all one can do is fight a holding action.
2. A fiscal crisis that has often taken away the ability to even maintain the physical plant of the community.
3. An intensification, at the local level, of the competition for scarce local dollars as federal and state program dollars shrink.
4. The real decrease in social program dollars, which spoke specifically to the needs of so many black and other minority members of our community.

5. The shift in community values that has taken place over the past ten years - a change that emphasizes the federal government's getting out of our lives after building tremendous expectations that it could and would resolve the problems of poverty, crime, unemployment and blight.

On the surface, it appears that improved managerial capabilities would suffice. This study illustrates that better management skills alone are insufficient because organizational and personal factors influence the role high level black managers play in urban government. This study on the role of black managers in the urban environment is potentially important because it not only tests the theories on black managers proffered by others, but also provides insight on how race and specific organizational and personal factors influence the managerial and career role selection of high level black urban managers. Additionally, future researchers are now able to examine the role of black urban managers using the theoretical model presented in this study.

Delimitations of the Study

The limitations of the study that might reduce the generalizability of the results are largely due to the research design, the survey instrument, and the relatively small number of respondents. The non-randomized design limits generalizing the results to black urban managers in other geographic locations. Additionally, the design does not control for bias due to the self-selection of managerial

and career roles by respondents.

The use of a self-constructed survey instrument inherently raises concerns about validity and reliability. The instrument was test piloted on ten black managers in the Department of Veterans Affairs. The results of the pilot study indicated the instrument measured the behaviors investigated and, therefore, has face validity. Further exposition on the results of the pilot study is provided in Chapter III.

Chapter Summary

The previous pages provide the backdrop for the dissertation. In this chapter, a discussion of the background of the problem, significance of the study, and the delimitations of the study was presented.

Chapter II, "The Review of the Related Literature," contains an exposition of the theoretical framework and conceptual model which provide the foundation for conducting the research. Organizational and internal (personal) factors related to the role of black urban managers, and a review of management literature and studies relative to the black manager, organizational behavior, career development and role theory literature pertinent to the study are presented. The chapter also contains a description of the four managerial and career roles black managers play in the urban environment.

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The ruler rules, the minister ministers,
the father fathers and the son sons.
-Confucius

CHAPTER II

REVIEW OF THE RELATED LITERATURE

Conceptual Model and Theoretical Framework

This study examined relationships among organizational and personal experiences, as well as the perceived managerial and career roles of high level black urban managers in cities in Virginia. In particular, the research determined whether organizational and personal experiences mediated differences in perceived managerial role and whether organizational and personal experiences mediated differences in perceived career role. This chapter begins with a schematic of the conceptual model used in the study, followed by a discussion of the pertinent related literature. Figure 2 presents the conceptual model for this study.

The model, which is a variation on the work of Greenhaus et al. (1990), posits that 1) race influences the

managerial and career roles of high level black urban managers through organizational and internal (personal) forces and 2) the managerial role of black urban managers can be discussed in terms of three outcomes: 1) role norm - expectations that black managers have for themselves, as well as expectations the black community has of the black manager, 2) role congruence - black managers play the role they want to play and 3) role incongruence - disparities between the self-ascribed role and role norm.

The black urban managers in this study play various roles. Role is described as those behaviors characteristic of one or more persons in a context (Biddle 1979). This study examined the managerial and career roles of high level black urban managers based on the behavior they exhibit in local government. For this study, literature, theories and studies on management behavior, the black manager, organization behavior, career development and role theory were conjoined to provide the theoretical framework supportive of the conceptual model.

The works of Yates (1977), Kotter and Lawrence (1974), Downs (1967), and Wilson (1980) provide the theoretical underpinnings for the discussion on the managerial role types (entrepreneur, administrator, caretaker and crusader) and career role types (climber, careerist, conserver, and strategist). This chapter concludes with a discussion on

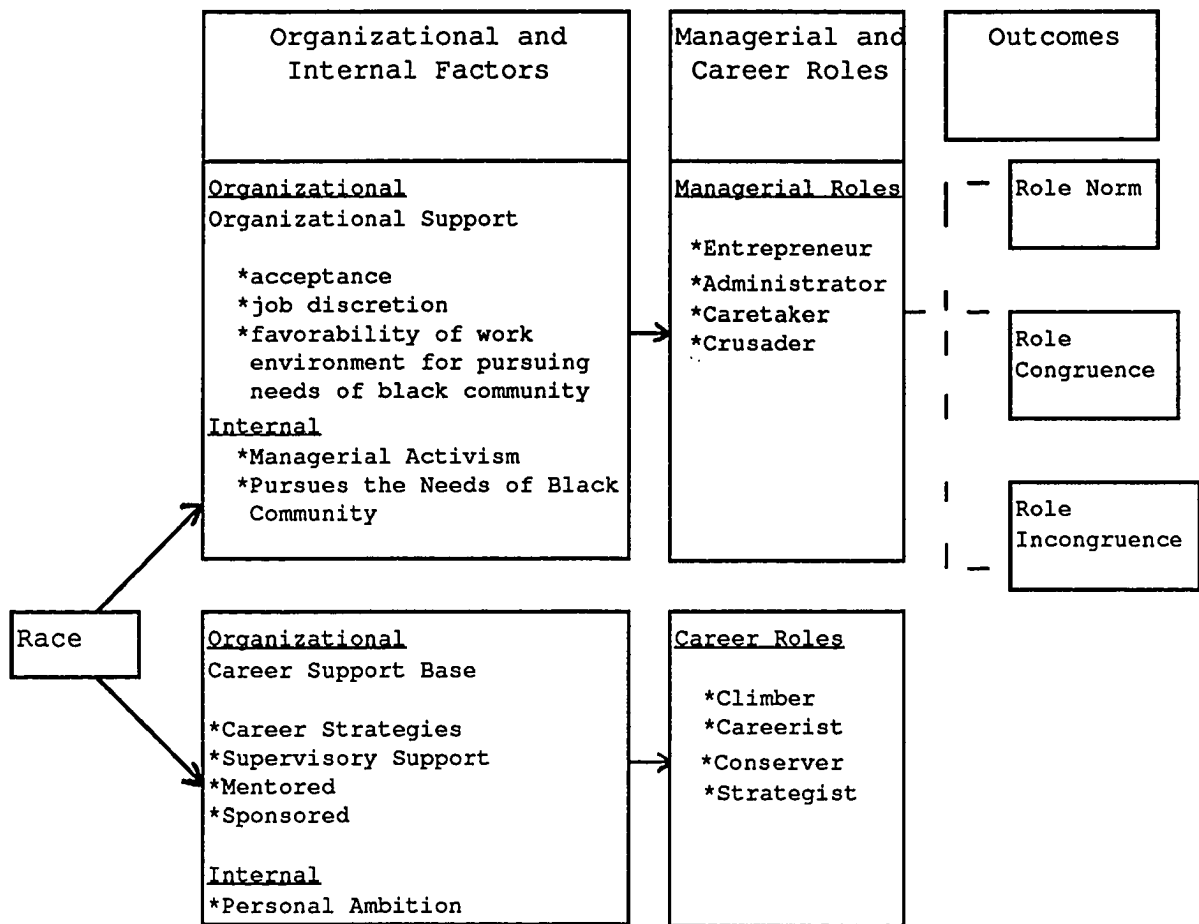


Figure 2. Conceptual Model

role theory, the study of behaviors that are characteristic of persons within contexts and with various processes that presumably produce, explain, or are affected by these behaviors (Biddle 1979).

The remainder of the chapter will address the proposed relationships set forth in the conceptual model.

Proposed Relationships

Race and Organizational and Internal Forces

The first linkage shown in Figure 2 is between race and organizational and internal forces. This linkage purports that race influences the perceived managerial and career roles of high level black urban managers through organizational and internal (personal) factors. Specifically, their managerial role is related to the degree of managerial activism they display in their job, the extent to which they pursue the needs of the black community and the strength of their organizational support base. Organizational support base is comprised of three variables: acceptance, job discretion and favorability of work environment for pursuing the needs of the black community. This linkage also suggests that their career role is related to the degree of personal ambition they possess and the strength of their career support base. Career support base

is comprised of four variables: career strategies, supervisory support, mentoring and sponsorship. Race, therefore, the commonality among the urban managers, influences their role selection through these organizational and internal factors.

Adam Herbert (1974) contends that every black manager and professional must consciously or otherwise respond to two basic and difficult questions: 1) "What responsibility do I have to minority group peoples?" and 2) "What role should I attempt to play in making government more responsive to the needs of all people?" How the high level black urban manager answers these two questions is influenced by organizational and internal forces which can be observed by the degree of managerial activism they display in their daily work and the extent to which they pursue the needs of the black community. In addition to the challenges that all individuals - black or white, male or female - face when they enter management positions, blacks face a number of unique challenges that are directly related to their blackness and are therefore not faced by whites. These exclusively black challenges include joining up quickly to an organization, planning for success, finding mentors and sponsors, resisting oversocialization, developing productive working relationships, understanding the impact of [their] heritage, and learning to manage the racist behaviors of others (Dickens and Dickens 1991).

Race, Pursues the Needs of the Black Community and Managerial Activism

The works of Adam Herbert (1974) provide a theoretical underpinning for the linkage that suggests that race, through the personal forces - pursuing the needs of the black community and managerial activism - influences the role selection of high level black urban managers. According to Herbert (1974), the degree to which the black manager feels that there are obligations to fulfill and a role to be played which only he/she can fulfill can make a critical difference in public policy discussions, decisions and, ultimately, service output. If this commitment is lacking, then the desire to play the latter role will also be absent. A number of black managers may have been hired based on the perception that black managers would be more sensitive to the problems and concepts of minority groups (Rogers and Touchstone 1982).

Impediments in the work environment may preclude black urban managers from addressing the concerns of the black community. Because of their historical difficulties in obtaining employment, some black public managers place job security over program content or impact which has become an impediment to efforts to address the needs of their communities (Herbert 1974). Colleague pressures is another factor which may impede their responsiveness to the concerns of minority communities. The peer pressure placed on black managers may take various forms. Herbert (1974) wrote, "the

black police officer who wants to be accepted by his/her peers, as well as gain promotions, may have to be harder on black offenders. Or a black manager may have to blatantly nonselect other blacks to show no bias against whites and no favoritism toward blacks." Today, this peer pressure as discussed by Adam Herbert in 1974 is termed organizational culture. Accordingly, the task for the black manager is to place such organizational norms into a perspective that does not allow them to overshadow broader program objectives and community needs (Herbert 1974).

The review of the related literature did not bring forth studies related specifically to the degree of managerial activism displayed by black managers in the urban environment. Instead, the works of several scholars which address the influence of race on the behavior of black managers were used to provide a theoretical underpinning for the linkage.

Adam Herbert (1974) contends that forces confront black managers which significantly influence their responsibility to their agency and blacks in general. Greenhaus et al. (1990) suggest that, although blacks have gained greater access to managerial jobs, there is still cause for concern that black managers may face treatment discrimination in the workplace: receive fewer rewards, resources or opportunities on the job than they legitimately deserve on the basis of job-related criteria. Dickens and Dickens (1991) assert that

most companies, irrespective of the product they produce, have established a norm that states, "technical competence is more valued than managerial competence, yet, black managers are expected to accomplish their job using managerial competence, which is less highly valued than technical competence." Ilgen and Youtz (1986) suggest that black managers may internalize these negative experiences and engage in self-limiting behaviors, such as refusing a challenging job assignment or declining an opportunity for additional training.

These personal forces, individually and/or collectively, may lead to several dilemmas for black managers. According to Herbert (1974), the effective black manager will be one who can respond to the challenge of leadership in the quest for more responsive government in spite of these dilemmas:

1. Governmental role expectations of black managers do not necessarily coincide with the black manager's own perceptions, goals, or expectations;
2. Unresponsive public policies put black managers in extremely tenuous positions vis-a-vis the agency, himself/herself, and the community of which he/she is a part;
3. Promotion within the governmental system is generally a function of adherence to established organizational norms; one of these norms historically has been that one need not be concerned about the needs or priorities of black communities.
4. Informal pay and promotional quotas still seem to exist for black managers. Moreover, it is assumed that they can only fill certain types of positions, usually

related to social service delivery or to communications with other blacks.

5. Black communities sometimes expect much more of the black manager than he/she can provide, and in most cases demand a far faster response to their demands than these managers have developed the capacity to deliver (Herbert 1974).

Race and Organizational Support Base

As shown in Figure 2, the first linkage also indicates that race, through organizational support factors, influences the role selection of black urban managers. In this study, organizational support is comprised of three component variables; acceptance, job discretion, and favorability of work environment for pursuing the needs of the black community. These three were chosen because the literature suggests they influence the behaviors of black managers. Thus, they were examined in relationship to the role selection of black urban managers.

Ilgen and Youtz (1986) suggested that minority members, as outgroup members, may not be fully accepted into the informal networks in their organizations. Nixon (1985) found that 56 percent of the black managers in her sample perceived themselves as either partially or totally alienated from the formal or informal aspects of corporate life. Fernandez (1981) found that many blacks believe that minority managers are likely to be excluded from internal work groups. Thus, acceptance is a variable examined in relationship to the perceived managerial role of black urban managers.

This study also examined the relationship between job discretion and the perceived managerial role of black urban managers. Greenhaus et al. (1990) reported that "Kanter (1979) identified the amount of discretion a job occupant exercised as an important indicator of the individual's potential to have power within an organization and posited that power differentials are one aspect of the presence of institutional racism." According to Ilgen and Youtz (1986), blacks may experience low levels of job discretion and influence as a result of their status as outgroup members in their organization. Further, evidence suggesting that black managers possess less power, discretion and autonomy in their jobs than their white counterparts was presented by Fernandez (1975, 1981).

The third organizational support base component examined in relationship to the managerial role selection of black urban managers is the extent to which their work environment is favorable for addressing the concerns of the black community. Organizational culture is discussed to illustrate the impact work environment has on its organizational members. According to Deal and Kennedy (1982), "every organization has a culture" which can be viewed as social or normative glue that holds an organization together (Tichy 1983). It expresses the values or social ideals and the beliefs that organization members come to share (Smircich 1983).

Culture, conceived as shared key values and beliefs, fulfills several important functions:

First, it conveys a sense of identity for organization members (Deal and Kennedy 1982; Peters and Waterman 1982). Second, it facilitates the generation of commitment to something larger than self (Schall 1982; Siehl and Martin 1981; Peters and Waterman 1982). Third, culture enhances social system stability (Louis 1980; Kreps 1981). And fourth, culture serves as a sensemaking device that can guide and shape behavior (Louis 1980 et al.) (Smircich 1983).

Organizational culture glues the organization together because it 1) provides members with cognitive maps with which to understand and influence behavior in the organization, and 2) it provides a social justification for what people are doing (Katz and Kahn 1978) in a very subtle manner. Whether weak or strong, culture has a powerful influence throughout an organization; it affects practically everything from who gets promoted to how employees dress and what sports they play (Katz and Kahn 1978).

Culture exists in an organization when there are norms and values which are related to specific behaviors, accepted by the majority of the organizational members or a subgroup representing a subculture, and in which individuals are aware of and are supported by the majority of organizational members (Katz and Kahn 1978). It is now generally agreed that these norms and values have a powerful impact on managers and their organizations (Sathe 1983).

The roles that urban managers, in general, and black managers in particular, choose to play in the urban environment are affected by the organizational norms of the organization. In addition to these roles, black managers must determine their role with respect to the black community in light of the organizational norms. Black managers at the local government level have emerged in urban areas with significant concentrations of minorities (Rogers and Touchstone 1982) and opportunities for black urban [managers] will still, most probably, focus on central cities and first-ring suburbs...with at least a 25 percent black population (Wise 1982). Representative bureaucracy assumes that as minority managers are brought into the administrative arena, they will represent their respective communities (Karnig and McClain 1988). According to Herbert (1974), minority people want and need managers who listen to them, who can communicate with them, and who care about them. In other words, according to the literature, high level black urban managers are expected to represent black communities.

Race and Personal Ambition

The review of the related literature produced the work of Adam Herbert (1974), which specifically addressed personal ambition among black managers, as well as a wealth of information on the affect of equal employment opportunity and affirmative action on black managers. Resultantly, this

section commences with the work of Adam Herbert and concludes with a discussion on the affect of equal employment opportunity and affirmative action initiatives on black managers.

Herbert (1974) believes that all managers weigh important decisions not only in terms of possible programmatic consequences, but also with regard to implications for their own careers. As employment opportunities in local government for blacks have expanded, personal ambition among them also increased. Herbert (1974) wrote, "given the fact that a limited number of blacks will be promoted to high-level positions, the challenge black managers face is one of pursuing personal ambitions while simultaneously maintaining a commitment to increasing government's responsiveness to the policy concerns of black communities."

Many blacks believe they have to be at least twice as good as their white competitors, in both technical competence and professional deportment (Wise 1982); and many black managers believe that they must be "superblacks" - highly overqualified and achieving - before they are hired or promoted (Fernandez 1975). Successful, upwardly mobile, as well as blocked and frustrated [black] managers usually state that promotions are based on luck or on being at the right place at the right time; on internal political connections such as friends and mentors belonging to white-male clubs; or

external political pressures such as EEO/AA, the National Organization of Women, the NAACP and other organizations; or, on some combination of the three (Fernandez 1981).

There are some black managers who just happened to be at the right place at the right time and, in all probability, were encouraged to enter the profession due to the lack of minority representation at the management level in our nation's cities (Rogers and Touchstone 1982). It was held that those few blacks who were in executive positions in industry and business [two] decades ago were persons to point to show that the organization was integrated and was, therefore, complying with Executive Order No. 11246, which forbade discrimination in employment when the organization had a federal contract (Goode 1970).

One of the most important findings of Fernandez's 1981 study was that almost half of the [black] managers (46 percent) believed that most white managers make minority managers feel they got their jobs because of EEO targets, rather than because of their ability. He wrote, "the self-confidence of minority managers is influenced by the way they are perceived and the cooperation that the work group gives them" (Fernandez 1981).

Stemming from authority in Title VII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1972, the Equal Employment Opportunity Commission (EEOC) used affirmative action plans, both voluntary and compulsory,

to increase the number of minority group members in state and local government (Rodgers 1984). Affirmative action is the principal vehicle through which representative bureaucracy is sought: a set of specific and result-oriented procedures that are utilized to help insure that minorities and women are not disadvantaged in efforts to secure employment, such as, recruitment, selection, retention, and promotion (Combs and Gruhl 1986).

In 1990, blacks comprised 12 percent of the National population and 18.8 percent of the population in Virginia (Center for Public Service 1992). Table 2 shows the distribution of blacks, Hispanics and women in seven key municipal government positions in the United States for calendar year 1990. The distribution of blacks, Hispanics and women in key municipal government positions in Virginia was unavailable. A review of the national distribution patterns for the seven municipal government positions indicates that blacks and Hispanics comprised less than five percent in all categories. For example, in 1990, 1.3 percent of the city managers and 3.7 percent of the assistant city managers in the United States were black. Also, 1.8 percent of the city managers and 2.1 percent of the assistant city managers were Hispanic. Women, however, comprised less than 2 percent of only three of the seven municipal government positions: Director of Public Works, Police Chief and Fire Chief. In all seven categories, Asians and American Indians

(not listed in the Table) comprised less than one percent.

Table 2. Selected Minority and Female Municipal Officials for U.S. Cities with Population over 2,500 1990

	TOTAL	BLACK	HISPANIC	FEMALE
Chief Appointed Administrative Officer	4,945	63 (1.3%)	88 (1.8%)	604 (12.2%)
Assistant Manager/ Assistant CAO	1,448	53 (3.7%)	30 (2.1%)	468 (32.3%)
Personnel Director	3,106	130 (4.2%)	83 (2.7%)	1,050 (33.8%)
Chief Financial Officer	5,165	64 (1.2%)	79 (1.5%)	1,825 (35.3%)
Director of Public Works	5,789	114 (2.0%)	110 (1.9%)	66 (1.1%)
Police Chief	6,556	131 (2.0%)	110 (1.7%)	31 (0.5%)
Fire Chief	6,165	56 (0.9%)	64 (1.0%)	6 (0.1%)

Source: The 1990 Municipal Yearbook (Washington, D.C.: International City Managers Association, 1990, p. 249.

Institutional racism is one explanation for the manifest imbalance of blacks in managerial positions. Affirmative action attempted to root out the more subtle but pervasive forms of institutional racism.

Institutional racism refers to the covert, subtle form of racism which originates in the operation of established

and respected forces in the society; the act occurs without the presence of conscious bigotry (Sanders 1972). It is important to remember that many people believe racism...is no longer an important influence in our society's institutions (Fernandez 1981). However, vestiges of institutional racism may still exist because you cannot legislate the beliefs, attitudes, and value systems of selecting officials, which affirmative action attempts to do.

For example, this is an assessment made by a top executive:

The managers I know are decent people. While they give priority to performance, I do not believe any of them deliberately block minorities or women who are qualified for promotion. On the contrary, I suspect they bend over backward to promote women and minorities who give some indication of being qualified. However, they believe we simply do not have the necessary talent within those groups, but because of the constant complaints they have heard about their deficiencies in affirmative action, they feel they face a no-win situation (Thomas 1990).

Thomas (1990) also wrote:

I doubt very much that individuals who reach top positions through affirmative action are effective role models for younger members of their race or sex. What, after all, do they model? A black vice president who got her job through affirmative action is not necessarily a model of how to rise through the corporate meritocracy. She may be a model of how affirmative action can work for the people who find or put themselves in the right place at the right time (Thomas 1990).

For black managers who stay on, calling attention to affirmative action's failures might raise doubts about their qualifications: do they deserve their jobs, or did they just

happen to be in the right place at the right time (Thomas 1990). All of the fallacious perceptions about affirmative action blames it "for failing to do things it could never do" (Thomas 1990). In short, Thomas (1990) said: "affirmative action gets the new fuel into the tank, the new people through the front door. Something else will have to get them in the driver's seat."

Race and Career Support Base

Four career support base variables were examined in relationship to the perceived career role of high level black urban managers: career strategies, supervisory support, mentoring and sponsorship. The first variable discussed is career strategies.

Research by Gould and Penley (1984) verified the importance of career strategies in promoting high levels of career success. Greenhaus (1987) explained that career strategies like seeking visible job assignments and working long hours can help employees reach their career goals. However, according to Ilgen and Youtz (1986) and Kanter (1979), [black managers] who are persistently exposed to unfavorable treatment may avoid success-producing activities and instead engage in self-limiting behavior. Greenhaus et al. (1990) cited research which, in essence, suggested that although some black managers have been successful in career advancement due to assertiveness, black managers who perceive

their organization as hostile and inequitable and have internalized these negative factors may not see the value in engaging in career strategy behaviors. Hence, career strategies is identified as a variable related to the perceived career role of black urban managers.

This study examined the relationship between supervisory support and the perceived career role of black urban managers. Baird and Kram (1983) found that managers' careers may also be enriched by supportive relationships with their immediate supervisors. Such support may manifest in the form of constructive feedback, career planning and information, and challenging, visible work assignments that promote development (Greenhaus et al. 1990). Black managers may receive little career support from their supervisors. Greenhaus et al. (1990) cited the works of Jones (1986), Alderfer et al. (1980) and Fernandez (1981) to illustrate the point. Jones (1986) reported that only 15 percent of the blacks in his sample described their organizational climates as supportive for black managers. Alderfer et al. (1980) and Fernandez (1981) found that black managers are less likely than white managers to feel that they have been provided with important career-related information.

The degree to which black urban managers believe they have engaged in mentoring and sponsoring relationships is examined in conjunction with their perceived career role. Thomas (1990) wrote, "a widespread belief is that cream will

rise to the top. What passes for cream rising to the top is actually cream being pulled or pushed to the top by an informal system of mentoring and sponsorship." John Fernandez (1981) noted in his study that the single most important nonability factor that directly influenced the role that race, sex, age, and ability play in managers' advancement opportunities is a sponsor or mentor. Thomas (1990) asserted, "it is difficult to secure a promotion above a certain level without a personal advocate or mentor."

Some blacks, however, have experienced difficulties finding sponsors. Forty percent of the black managers in Fernandez's study (1981) believed that many minorities have a much harder time than white men do in finding someone who is particularly interested in their careers. Greenhaus et al. (1990) reported that "both Ilgen and Youtz (1986) and Kanter (1979) suggested that minority members are less likely than others to have access to...potential sponsors or mentors, most of whom are likely to be white, [because they] tend to choose proteges who are similar to themselves in social background and with whom they can more readily identify."

Organizational and Internal Forces and Role Types

The second linkage shown in Figure 2 is between organizational and internal forces and managerial and career role types. That is, organizational (organizational support

base and career support base) and internal forces (managerial activism, pursues the needs of the black community and personal ambition) are related to the perceived managerial and career roles of high level black urban managers.

As Table 3 depicts, this linkage suggests that the perceived managerial role of high level black urban managers tends to differ along two dimensions: 1) the degree of managerial activism they display in their daily work, as well as the degree to which they pursue the needs of the black community and 2) the strength of their organizational support base. Organizational support base is comprised of three variables: acceptance, job discretion and favorability of work environment for pursuing the needs of the black community.

Table 3. Managerial Role Typology

MANAGERIAL ACTIVISM AND PURSUES NEEDS OF BLACK COMMUNITY			
ORGANIZATIONAL SUPPORT BASE		HIGH	LOW
	STRONG	ENTREPRENEUR	ADMINISTRATOR
	WEAK	CRUSADER	CARETAKER

Additionally, Table 4 shows this linkage also posits that the perceived career role of high level black urban managers tends to differ along two dimensions: 1) the degree of personal ambition they possess and 2) the strength of

their career support base which is comprised of career strategies, supervisory support, mentoring and sponsorship.

Table 4. Career Role Typology

PERSONAL AMBITION			
CAREER SUPPORT BASE		HIGH	LOW
	STRONG	CLIMBER	CAREERIST
	WEAK	STRATEGIST	CONSERVER

The managerial roles (entrepreneur, administrator, caretaker, and crusader), derived from the works of Yates (1977), Kotter and Lawrence (1974) and Downs (1967), will be discussed first followed by a presentation of the career roles (climber, careerist, conserver and strategist), developed by Downs (1967) and Wilson (1980).

Managerial Roles

The first managerial role is the entrepreneur. According to Douglas Yates (1977) in his book entitled, The Ungovernable City, the entrepreneur is "one who uses his or her available resources to expand city services and projects to increase their political support." They have high activism and innovation levels and strong political support bases. Thus, in this study, black managers who see themselves as the entrepreneur role type are black managers

with high managerial activism and pursue the needs of the black community in a supportive work environment.

The second managerial role type, derived from the works of Kotter and Lawrence (1974), is the executive. In this study, the term administrator is used instead of executive. In the book entitled, Mayors in Action: Five Approaches to Urban Governance, they described the administrator as one who uses an agenda setting process which focuses on monthly and yearly activities, usually for project completion as opposed to one which focuses on daily activities. They use the bureaucratic process heavily, the individualistic process moderately and the entrepreneurial process to a very limited degree for task accomplishment. The administrator has a strong network and a staff with some limited resources of importance. Extrapolating to this study, black urban managers who see themselves as the administrator role type are those who display low managerial activism and address the concerns of the black community in a supportive environment.

The works of Kotter and Lawrence (1974) was also used for the third managerial role type, the caretaker. The caretaker is one who assumes a role primarily geared for maintenance, not change or innovation. They use a reactive, short-run oriented agenda setting process, rely on a discrete exchange process and personal appeal for network building, build a loyal staff with relatively few resources and rely on both the bureaucratic and individualistic processes for task

accomplishment. In this study, black managers who see themselves as the caretaker role type are black managers with low managerial activism, in a work environment unfavorable for pursuing the needs of the black community and weak organizational support.

The fourth managerial role type is the crusader. According to Douglas Yates (1977), the crusader style "emphasizes a symbolic politics and crisis management because [the manager] does not have the resources to govern and control the city consistently through the force of political or financial clout. Instead, [he/she] must dramatize issues and develop support through the force of...principles and personality." Hence, black managers who see themselves as the crusader role type are black managers with high managerial activism, in a work environment unfavorable for pursuing the needs of the black community and weak organizational support.

The next four role types discussed are the career role types: climber, careerist, conserver and strategist. Two of these roles, climber and conserver, were first presented by Anthony Downs (1967) in his theory on how officials in bureaucracies behave. The first role discussed is the climber.

Career Roles

The climber (Downs 1967) seeks to maximize his/her power, income and prestige. To win promotions, they do not

antagonize their superiors. Further, they anxiously accept responsibilities to expand their role in the city, if it will lead to a promotion. They do exceptionally well on whatever standards are used to award promotions. They are willing to move to another city or to another position within their current city if it will satisfy their needs. Black urban managers who believe they are highly ambitious with strong career support within their organization are defined as climbers.

The careerist role is derived from the works of James Q. Wilson (1980). He discussed four kinds of employees who can be described in terms of their motives: careerists, politicians, professionals, and missionairies. The careerist is the role type of relevance to this study. According to Wilson (1980), careerists are

employees who identify their careers and rewards with the agency. They do not expect to move onto other jobs outside the agency or otherwise to receive significant rewards from external constituencies. The maintenance of the agency and of their position in it is of paramount concern.

Black managers who see themselves as possessing a low degree of personal ambition but have strong career support within their organization are identified as careerists.

The conserver (Downs 1967), seeks to retain the amount of power, income, and prestige they already have, rather than maximize them. They tend to be biased against any change in

the status quo. They have very low expectations of receiving substantial promotions in the future. In essence, low levels of personal ambition and a weak career support base.

The strategist, like the climber, seeks to gain promotions by doing exceptionally well on whatever standards are used to award promotions, however, unlike the climber, they are in an unsupportive organization. Thus, they seek out every opportunity available to gain favorable consideration. For example, they willingly accept the tough assignments no one else wants, work long hours, expend energy to gain acceptance and do nothing to antagonize those they see as vital to their upward mobility. Black managers who see themselves as possessing a high degree of personal ambition but have a weak career support base are identified as strategists.

The managerial and career roles of high level black urban managers are related to several forces. Most black managers will find themselves confronted with one or more dilemmas during the course of a career. The nature of being a black manager in a local government system which has not always been responsive to the needs and concerns of black managers or black communities dictates that the black manager will experience pressures and conflicts that majority managers will not experience (Karnig and McClain 1988). Role theory provides a framework for discussing the outcomes associated with role type.

Role Types and Role Theory

The final linkage shown in Figure 2 is between managerial role type and role theory. This linkage is based on the following premises which suggests that: 1) high level black urban managers will vary from each other in the perception of their managerial and career role self-image and, more importantly, 2) the variation in their managerial role type (entrepreneur, administrator, caretaker, and crusader) can be discussed in terms of role norm - expectations that the black managers have for themselves, as well as expectations that the black community has of the black manager, role congruence - black managers play the role they want to play and role incongruence - disparities between the self-ascribed role and role norm. Roles are largely idiosyncratic, and to the extent that two or more persons exhibit similar roles, this similarity presumably reflects the fact that they have had similar experiences and face similar problems (Biddle 1979).

Role theory is concerned with the study of behaviors that are characteristic of persons within contexts and with various processes that presumably produce, explain, or are affected by these behaviors (Biddle 1979). A role is those behaviors characteristic of one or more persons in a context (Biddle 1979). He wrote:

1. Roles are behavioral; only those overt actions or performances that may be observed and that characterize the persons observed.
2. Roles are performed by persons, that is, the behaviors of human beings.
3. Roles are normally limited in some way by contextual specification and do not represent the total set of behaviors exhibited by those persons, on and off stage, at work and at home, 24 hours a day or 365 days a year.
4. Roles consist of those behaviors that are characteristic of a set of persons and a context.

Thus, roles can be considered classifications of behaviors. A person in any situation perceives not merely [him/herself] and an "objective" situation; [he/she] perceives [him/herself] in a series of roles, which [he/she] defines to [him/herself] in terms of actions and attitudes toward other persons and things (Eulau and Wahlke et al. 1978).

Role theory argues that individuals occupy positions in organizations, and associated with these positions (or jobs) are a set of activities, including required interaction, that constitute the individuals' role (Kahn et al. 1964). Because of the nature of organizations as systems of interdependent activity, the occupant of any given role is interdependent with others (Merton 1957) and these others come to have role expectations for appropriate behavior (Pfeffer 1985). Pfeffer (1985) stated that "these expectations are communicated and constitute role pressures [which] form an important set of constraints on the behaviors of role

occupants."

Roles and role pressures were viewed by Kahn et al. (1964) as important sources of tension and psychological stress in organizations. Kahn and his colleagues found that role conflict was faced by a large proportion of the workforce they surveyed and, furthermore, was an important cause of stress and tension on the job. Persons who experience stress associated with positions or expected role are said to experience role strain (Marks 1977).

Chapter Summary

The number of black people occupying managerial positions in the U.S. has grown from 3.6 percent of the national total in 1977 to 5.2 percent in 1982 (Jones 1986), and to six percent of all managers in 1986 (Williams 1987). However, in 1990, of the 4,945 city managers in the U.S., roughly one percent were black and almost four percent of the assistant city managers were black while, simultaneously, urban U.S. cities became hypersegregated. Black managers, as occupants of these high level positions, are confronted with expectations for appropriate behaviors in the performance of the role as urban manager. Members of the black community expect high level black urban managers to actively address their needs. The black manager has his/her own set of managerial and career expectations. Members in the black

manager's organization have expectations of the black manager. This study explored how these forces and expectations relate to the perceived role of high level black managers in select cities in Virginia.

In this chapter, the conceptual model and theoretical framework for the study was discussed. The conceptual model, a variation on the works of Greenhaus et al. (1990), posits that race influences the black manager's perceived managerial and career roles through organizational and internal forces. Moreover, the perceived managerial role type can be discussed in terms of three outcomes: role norm, role congruence and role incongruence. Management literature relative to the black manager, organization behavior, career development literature and role theory were discussed to provide the theoretical underpinnings for the study. The works of Yates (1977), Kotter and Lawrence (1974), Downs (1967) and Wilson (1980) were presented for the discussion on the managerial role types (entrepreneur, administrator, caretaker and crusader) and the career role types (climber, careerist, conserver and strategist).

Chapter III, "Methodology," contains the assumptions made about the sample and the research questions and hypotheses used in the dissertation. A discussion of the research design employed, the population and sampling procedures utilized and the setting in which the research was conducted follows. The instrumentation, including the

results of the pilot study conducted on the instrument, the definition of terms and research procedures are presented. The chapter concludes with a presentation of the data collection procedures and data analysis, including the statistical procedures and the level of significance used to test each hypothesis.

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CHAPTER III

METHODOLOGY

Introduction

This study identified the profile of high level black urban managers in cities in Virginia, explored perceptions about their managerial and career roles, as well as examined the relationships among organizational and internal forces and their perceived managerial and career roles. The four managerial role groups examined include the entrepreneurs, administrators, caretakers, and crusaders. The four career role groups examined include the climbers, careerists, conservers and strategists.

The four managerial roles are defined as follows:

1) entrepreneurs - black urban managers who see themselves as managerial activists who pursue the needs of the black community in a supportive work environment; 2) administrators - black urban managers who see themselves as displaying low managerial activism yet pursue the needs of the black community in a supportive work environment; 3) caretakers - black urban managers who see themselves with low

managerial activism, in a work environment unfavorable for pursuing the needs of the black community and a weak organizational support base; 4) crusaders - black urban managers who see themselves as managerial activists in a work environment unfavorable for pursuing the needs of the black community and a weak organizational support base.

The four career role groups are 1) climbers - black urban managers who believe they have a high degree of personal ambition and a strong career support base; 2) careerists - black urban managers who see themselves as possessing a low degree of personal ambition and a strong career support base; 3) conservers - black urban managers who see themselves as possessing low degree of personal ambition and weak career support base and 4) strategists -black urban managers who see themselves as possessing a high degree of personal ambition but have a weak career support base.

This chapter contains the assumptions made about the sample and research questions and hypotheses used in the study. A discussion of the research design employed, the population and sampling procedures utilized and the setting in which the research was conducted follows. The survey instrument, as well as the results of the pilot study conducted on the instrument, definition of terms and research procedures utilized are presented. The chapter concludes with a discussion of the data collection procedures and data analysis, including statistical procedures and the level of

significance used to test each hypothesis.

Assumptions

Several assumptions were made prior to conducting the research for this study. The first assumption made was Virginia cities with populations over 10,000 would most likely employ black managers in city government above the department head level. Originally, 27 cities populated by 10,000 or more people were identified. Of the 27 cities identified, 16, or 59.2%, employed a small number of high level black urban managers. The research was conducted among a total of 43 black urban managers in 16 cities with populations of 10,000 or more in Virginia.

The next assumption made was that the list of managers identified for inclusion in the study were black. This was confirmed by the researcher when each potential respondent was telephoned to inform them of the study, obtain their mailing address, ensure their confidentiality and plead for their participation in the study by completing and returning the survey instrument. After this telephone interaction, other assumptions were made: all of them would identify with the research conducted and would return the survey; all of them would self-select a role type; and all of them would complete the survey honestly and in its entirety. Recognizing that the potential for a low response rate still

existed, the researcher made the next assumption that follow-up telephone calls to those who did not return the survey within one week after the first mailing would render a satisfactory response rate. A total of forty-three black managers, or 63.2%, returned the survey; all 43 selected a managerial role type but only 38, or 88.4%, selected a career role type. None of the 43 answered every survey question. From the data collected, perceptions about the role and factors related to the role selection of high level black urban managers in local government in Virginia were examined.

Research Questions and Hypotheses

Ten research questions are examined in the study. The research questions presented below are organized as follows:

- A. profile of high level black urban managers;
- B1. relationship among variables which comprise managerial role;
- B2. relationship between pursuing the needs of the black community and selected demographic profile factors;
- B3. relationship between the self-ascribed managerial role and selected demographic variables;
- B4. relationship between self-ascribed managerial role and perception of the managerial role black urban managers ought to play;
- B5. relationship between self-ascribed managerial role and desired managerial role;
- B6. relationship between self-ascribed managerial role and perception of the managerial role the black community wants high level black urban managers to play;
- C1. relationship among self-ascribed career role and variables related to career role;

C2. relationship between career role and a selected demographic variable;

D. relationship between managerial and career role.

The research questions and associated hypotheses are listed below.

A. What is the profile of high level black urban managers?

1. What are the socio/demographic characteristics of high level black urban managers in Virginia?

2. What is the educational background of high level black urban managers in Virginia?

3. How involved are high level black urban managers in community, social and civic activities?

4. What is the nature of the high level black urban manager's current work environment?

5. How did the black urban manager reach his/her high level position?

B1. For black urban managers, what are the relationships among the following variables which comprise managerial role: managerial activism, pursues the needs of the black community and organizational support?

Hypothesis 1: Black managers who display high managerial activism are likely to pursue the needs of the black community.

Hypothesis 2: Black managers who have strong organizational support are likely to pursue the needs of the

black community.

Hypothesis 3: Black managers who display high managerial activism are likely to work in an environment with strong organizational support.

B2. What is the relationship between pursuing the needs of the black community and selected demographic variables?

Hypothesis 1: Black managers who are members of black organizations are more likely to pursue the needs of the black community than black managers who are not members of black organizations.

Hypothesis 2: Black managers who work in predominately black cities are likely to pursue the needs of the black community.

B3. What is the relationship between the self-ascribed managerial role and selected demographic profile factors of high level black managers?

Hypothesis 1: Black managers who are age 37 and below are more likely to see themselves as entrepreneurs.

Hypothesis 2: Black managers with longer tenure in their current position are more likely to see themselves as entrepreneurs.

Hypothesis 3: Black managers who supervise more white than non-white employees are more likely to see themselves as

caretakers than entrepreneurs.

Hypothesis 4: Black managers who are currently job seeking are more likely to see themselves as crusaders.

Hypothesis 5: Black managers with a long tenure in public/government are likely to see themselves as caretakers.

B4. Do high level black urban managers behave in accordance with their perception of the managerial role that a black urban manager ought to play?

Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely than caretakers to behave in accordance with their perception of the managerial role that a black urban manager ought to play.

B5. Do high level black urban managers play the managerial role they want to play?

Hypothesis 1: Black managers who see themselves as entrepreneurs or administrators are more likely than crusaders to see themselves playing the managerial role they want to play.

B6. Do high level black urban managers play the managerial role they believe the black community wants them to play?

Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely to play the managerial role

they believe the black community wants them to play than those who see themselves as caretakers and crusaders.

C1. For black urban managers, what is the relationship between self-ascribed career role and variables related to career role?

Hypothesis 1: Black managers who see themselves as highly ambitious are more likely to see themselves as climbers than conservers.

Hypothesis 2: Black managers who see themselves as low on personal ambition are likely to see themselves as careerists than strategists.

Hypothesis 3. Black managers who see themselves in a supportive environment are likely to see themselves as climbers than conservers.

C2. For black urban managers, what is the relationship between career role and a selected demographic factor?

Hypothesis 1: Black managers who reached their high level position through EEO/AA are more likely to see themselves as careerists than strategists.

D. What is the relationship, if any, between the managerial and career roles of high level black urban managers?

Hypothesis 1: There is a relationship between the managerial and career role types of high level black urban managers.

Hypothesis 1a: Black managers who see themselves as caretakers are more likely to also see themselves as conservers than climbers.

Hypothesis 1b: Black managers who see themselves as crusaders are more likely to also see themselves as strategists than careerists.

Hypothesis 1c: Black managers who see themselves as entrepreneurs are more likely to also see themselves as climbers than careerists.

Hypothesis 1d: Black managers who see themselves as administrators are more likely to also see themselves as careerists than strategists.

Design

This descriptive study employed a non-experimental survey research design to determine if differences in perceptions among black urban managers about their selected managerial and career roles are related to organizational and internal forces. This design was chosen as most appropriate because the total sample size was small and survey research was employed. In addition, with the exception of hypotheses addressing managerial and career roles, the distinction between independent and dependent variables was arbitrarily

assigned.

It is recognized that limitations are inherent in non-experimental designs. Results are attributed only to the study group, and self-selection, or respondent self-bias, could be the reason for the results obtained (Tabachnick and Fidell 1989).

Population and Sampling Procedures

The population examined was high level black urban managers. That is, a black person who holds the position of department head, assistant city manager, assistant to the city manager or city manager in city government, in urbanized areas in the Commonwealth of Virginia. The high level black urban managers and select cities in Virginia were selected through the use of purposive sampling techniques.

Specifically, in April, 1990, the 1980 Census of Population, General Social and Economic Characteristics for Urban and Rural Areas in the Commonwealth of Virginia (U.S. Department of Commerce and Bureau of Census July 1983) was obtained to identify urbanized areas with populations over 10,000 because it was reasonable to suspect that these cities employed high level black urban managers. Originally, 27 cities were identified. They were: Alexandria, Bristol, Charlottesville, Chesapeake, Colonial Heights, Danville, Fairfax, Fredericksburg, Hampton, Harrisonburg, Hopewell, Lynchburg, Manassas, Martinsville, Newport News, Norfolk,

Petersburg, Portsmouth, Radford, Richmond, Roanoke, Salem, Staunton, Suffolk, Virginia Beach, Waynesboro, and Winchester. The address, zip code and telephone number for the 27 local governments was obtained.

Next, also in April 1990, the former President of the Conference of Minority Public Administrators (COMPA) was contacted to obtain the names of black personnel directors or black contact persons in the 27 cities identified. These individuals were contacted for identification of the names and telephones numbers of all black managers in the select cities who satisfied the definition for high level black urban manager. Where no contact person was identified by the former President of COMPA, the researcher called the local government office to acquire the names and telephones numbers of all black managers in their city who satisfied the definition for high level black urban manager.

This process brought forth the names, telephone numbers and mailing addresses of 70 high level black urban managers in sixteen Virginia cities with populations over 10,000. The 16 cities included: Alexandria, Charlottesville, Chesapeake, Danville, Hampton, Lynchburg, Manassas, Newport News, Norfolk, Petersburg, Portsmouth, Richmond, Roanoke, Salem, Suffolk, and Virginia Beach.

Because of the sample size of black managers in urban government in Virginia ($n=70$), all of them were surveyed. According to Kosecoff and Fink (1982), whenever one samples

one takes a calculated risk. They discourage sampling when it is easier and cheaper to survey everyone.

During data collection procedures, the sample size was reduced by two from 70 to 68 due to the demise of one black manager and the other was no longer employed in city government. See Appendix A. Of the sample, (n=68), two respondents informed the researcher during follow-up procedures that they chose not to participate in the study because the survey asked for the name of the respondent. A sanitized copy of this notification provided by one black urban manager is contained in Appendix B. The final sample consisted of 43 high level black urban managers, of which 34, or 79.1 percent, are categorized as department heads and nine, or 20.9 percent, are assistant city managers and assistant to the city manager. None of the city managers participated in the study.

Setting

The research was confined to 16 cities in the Commonwealth of Virginia with populations of at least 10,000 which employed high level black urban managers.

Instrumentation

A 64-item, closed-ended questionnaire was constructed, piloted and used to render data to answer the research questions. See Appendix C. In May 1990, the instrument was

pretested on ten black managers in the Department of Veterans Affairs, Hampton, Virginia.

In an effort to pilot the instrument on a sample representative of the population under review without using someone in the population, ten black managers in the Department of Veterans Affairs Medical Center (VAMC) Hampton, Virginia, who met the definition of high level black manager were selected. Because all black managers in cities in Virginia with populations of 10,000 or more were to be included in the study, the only remaining governmental entities in Virginia to conduct a pilot study were federal or state governments. The Department of Veterans Affairs was used because it is a governmental agency in the Commonwealth of Virginia which employed black managers.

Once the pilot group was identified, the researcher asked each black manager to review the survey instrument for clarity and order. They were each asked to read each question thoroughly; respond in terms of their department; substitute the VAMC for city; review each question for clarity and to make notes for questions which appeared to be ambiguous; and assess whether or not the survey questions flowed in a logical sequence. Upon receipt of the completed survey, each participant was debriefed in terms of the above stated criterion. As a result of the debriefings, technical problems of wording, order, clarity of questions, and length were resolved. According to the pilot group, the average

time to complete the instrument was 15-20 minutes and the questions presented were clear. Thus, the instrument had face validity because it brought forth the information sought.

For evaluations aimed at getting simple straight - forward information from respondents, and where results will not be generalized beyond the setting, the concern for face validity is not only sufficient but is, indeed, the priority (Patton 1982). According to Patton (1982), "face validity simply means that local people can look at a questionnaire item and tell what the question asks, and what the answer means."

Definition of Terms

The following section contains the definitions and measurement descriptions for the terms used in the study.

Administrator-a prescribed managerial role type defined as low managerial activism, pursues the needs of the black community and strong organizational support base.

Age-response on interval scale; survey Section V, question one.

Black Community-refers to black employees supervised by black managers, black citizens in cities in the black manager's jurisdiction and black clients in agencies black managers serve.

Career Role Typology-respondent's selection of prescribed behaviors which best described their career

behaviors, as measured by their response on survey Section III, question one.

Career Support Base-the degree to which black managers perceived their work environment as supportive of their career development, as measured by the sum of the four components below. A score of (15-30) indicated weak career support. A score of (60-75) indicated strong career support.

1. career strategies-the degree to which black managers seek visible job assignments and work long hours to gain consideration for promotions, as measured by responses to survey Section IV, questions two and three. A score of two to four indicated low engagement in career strategies. A score of eight to ten indicated high engagement in career strategies.

2. supervisory support-refers to the extent to which black managers perceived themselves in a supportive relationship with their immediate supervisor, as measured by responses to survey Section IV, questions four through ten. A score of seven to fourteen indicated weak supervisory support (unsupportive environment-low). A score of (28-35) indicated strong supervisory support (supportive environment-strong).

3. mentored-refers to the extent black managers perceived they have been mentored for increased advancement opportunities, as measured by responses to survey Section IV, questions 12, 13 and 15. A score of three to six indicated

lack of mentoring (unsupportive environment-low). A score of (12-15) indicated mentored (supportive environment-strong).

4. sponsorship-refers to the extent black managers perceived they have been sponsored for increased advancement opportunities, as measured by responses to survey Section IV, questions 19, 20 and 22. A score of three to six indicated lack of sponsoring (unsupportive environment-low). A score of (12-15) indicated sponsored (supportive environment-strong).

Careerist-a predescribed career role type defined as low personal ambition and strong career support base.

Caretaker-a predescribed managerial role type defined as low managerial activism and weak organizational support base in an environment unfavorable for pursuing the needs of the black community.

Cities-urbanized areas in the Commonwealth of Virginia with populations of 10,000 or more.

Climber-a predescribed career role type defined as high personal ambition and strong organizational support base.

Conservator-a predescribed career role type defined as low personal ambition and weak career support base.

Crusader-a predescribed managerial role type defined as high managerial activism and weak organizational support base in an environment unfavorable for pursuing the needs of the black community.

EEO/Affirmative Action-the extent to which black managers perceived that they received their high level managerial position through merit or as a token EEO/affirmative action hire, as measured by responses to survey Section II, question 13. A score of one to two indicated the perception that they received the job based on merit. A score of four to five indicated the perception that they received the job as a token EEO/affirmative action hire.

Entrepreneur-a predescribed managerial role type defined as high managerial activism, pursues the needs of the black community and strong organizational support base.

Future in Current Position-refers to the length of time black managers expect to remain in their current position, as measured by responses on an interval scale; survey Section V, question 18.

High level black urban manager-refers to a black person who holds the position of department head, assistant city manager, assistant to the city manager, or city manager in city government.

Institutional Racism-refers to the covert, subtle form of racism which originates in the operation of established and respected forces in the society; the act occurs without the presence of conscious bigotry - the action, attitudes, or institutional structures which subordinate a person or group because of his or her color (Sanders 1972).

Internal Forces-refers to those innate factors black managers possess which relate to their role self-image. Managerial activism, pursues the needs of the black community and personal ambition are the three variables which comprise internal forces. Each is defined in this section.

Managerial Activism-refers to the extent black managers perceived themselves displaying innovation in their daily work, as measured by responses to survey Section II, question 11. A score of one indicated low managerial activism. A score of five indicated high managerial activism.

Managerial Role Typology-respondent's selection of predescribed behaviors which best described their managerial behaviors, as measured by their response on survey Section I, question one.

Membership in Black Organizations-refers to membership in fraternities, sororities, lodges and civil rights organizations, as measured by responses to survey Section V, question eight a (8a), where a score of one equals holds no memberships; a score of two equals holds memberships.

Organizational Support Base-the degree to which black managers perceived their work environment as supportive of them as managers, as measured by the sum of the three components below. A score of six to twelve represented weak organizational support. A score of (24-30) represented strong organizational support base.

1. **acceptance**-the degree to which black managers felt accepted and included in the formal and informal aspects of the work environment, as measured by responses to survey Section II, questions 12, 14 and 15. A score of three to six indicated a low degree of acceptance (unsupportive environment-weak). A score of (12-15) indicated a high degree of acceptance (supportive environment-strong).

2. **job discretion**-the degree to which black managers perceived that they have discretion and autonomy in performing their job, as measured by responses to survey Section II, question 16. A score of one to two indicated limited discretion (unsupportive environment-low). A score of four to five indicated a significant amount of discretion (supportive environment-strong).

3. **Favorability of Work Environment for Pursuing the Needs of the Black Community**-the extent to which black managers perceived that their work environment is favorable to pursuing the needs of the black community, as measured by responses to survey Section II, questions two and three. A score of two to four indicated the perception that the work environment is unfavorable for pursuing the needs of the black community (unsupportive-low). A score of eight to ten indicated the perception that the work environment is favorable for pursuing the needs of the black community (supportive-strong).

Perception-refers to the respondent's beliefs, values or attitudes about self, objects or the environment.

Personal Ambition-refers to the black manager's perception of their degree of ambition, as measured by responses to survey Section IV, question one. A score of one indicated low ambition. A score of five indicated highly ambitious.

Pursues needs of Black Community-refers to the extent to which black managers pursue the needs of the black community, as measured by responses to survey Section II, questions one and four. A score of two through four indicated pursuit of the needs of the black community to a lesser extent than one who reported a score of eight to ten.

Racial Composition of Job Location-refers to the racial composition of the city in which the black manager is employed, as measured by responses to survey Section V, question 13 where a score of one denoted a predominately white city and a score of two denoted a predominately black city.

Role-refers to the overt actions of the high level black urban managers (Biddle 1979).

Role Congruence-refers to the extent black managers perceived themselves playing the role they want to play, as measured by comparing their self-ascribed managerial role response to their response to survey Section I, question four: "Which role do you want to play?"

Role Norm-refers to the extent black managers perceived themselves playing the role they believe black urban managers ought to play, as well as the role they believe the black community expects the black urban manager to play, as measured by comparing their self-ascribed managerial role response to their response to survey Section I, questions one and three: "Which role do you believe high level black urban managers ought to play?" and "Which role do you believe the black community wants high level black managers to play?"

Role Self-Image-refers to the role high level black managers believe they play, as measured by their response on the managerial and career role type sections (Sections I and III) on the survey.

Tenure in Current Position-refers to the length of time black managers have occupied their current position, as measured by responses on an interval scale; survey Section V, question nine.

White Employees Supervised-refers to the proportion of white employees supervised by black managers, as measured by responses to survey Section V, question 15, where a score of one denoted the black manager supervises more non-white employees and a score of two denoted the black manager supervises more white employees.

Years in Public/Government Service-refers to the length of time the black manager has worked in public or government service, as measured by responses to survey Section V,

question 19.

Research Procedures and Data Collection

In June, 1990, each potential respondent was contacted by telephone to: 1) inform him/her of the purpose of the study; 2) ensure him/her that their honest, candid responses would remain confidential; 3) obtain an accurate mailing address and 4) to personally express the importance of completing and returning the questionnaire.

The first survey, with a cover letter, was mailed to the 70 black managers on June 14, 1991. A copy of the cover letter is found in Appendix D. On August 17, 1991, a second survey was mailed to the black managers who had not responded. See Appendix E. On September 23, 1991, one of the black managers telephoned the researcher to 1) extend her apologies for the delay in returning her survey and 2) tell the researcher that one of the black managers was deceased. Once the researcher received a 63.2 percent return rate (surveys from 43 black managers), data analysis ensued.

Data Analysis

Descriptive and inferential statistical analyses of the data were utilized in this study. Frequency distributions of each variable were examined and organized to describe the raw data. Inferential statistics were used to test hypotheses

about differences in the population. The study largely employed nonparametric statistical tests because nonparametric tests are used when populations are not normally distributed and the sample size is small enough to use ordinal (rank) data. For variables which were adequately measured by a large enough number of questions to allow scaling of the variable, an equivalent parametric test was employed to determine comparability in the statistical findings. Inferential statistics used in this study include nonparametric Spearman r rank order correlation, chi-square, nonparametric Mann Whitney U, parametric t-test, nonparametric Kruskal-Wallis Analysis of Variance (ANOVA) by Ranks and parametric Analysis of Variance (ANOVA). The level of significance for all analyses in this study is the .05 level ($p < .05$) which is interpreted to mean that the statistically significant relationship has only a five out of 100 probability of occurring by chance.

Spearman R

Spearman r rank order correlation statistical analysis was performed to test the relationship between two random variables where neither depended on a normal distribution, distinctions between independent and dependent variables, or interval scale data. The Spearman r required the use of rankings. Spearman r seems to yield a closer approximation to product-moment correlation coefficients when the data are

continuous, that is, measured on a scale (Nie et al. 1975). Thus, for variables using this statistical analysis procedure, continuous variables were developed and measured on a scale. The black urban managers' initial values were replaced with the ordinal rankings. Spearman r is reported within a range of +1 (perfect positive correlation) to -1 (perfect negative correlation) at the determined level of significance.

The hypotheses tested using this analysis are listed below.

A. Black managers who display high managerial activism are likely to pursue the needs of the black community.

B. Black managers who have strong organizational support are likely to pursue the needs of the black community.

C. Black managers who display high managerial activism are likely to work in an environment with strong organizational support.

D. Black managers with longer tenure in their current position are likely to see themselves as entrepreneurs.

E. Black managers who are currently job seeking likely to see themselves as crusaders.

F. Black managers with a long tenure in public/government are likely to see themselves as caretakers.

Chi-Square

In this study, the relationship depicted between two variables in a crosstabulation table is summarized with a test of statistical significance and measures of association. A test of statistical significance tells the likelihood that

the variables are statistically related and a measure of association indicates how strongly two variables are related to each other (Klecka et al. 1975). Chi-square (χ^2) analysis, a test of statistical significance, with continuity correction to reduce the likelihood of having a Type I error (the probability of rejecting a hypothesis when it is true), was employed in this study. The chi-square statistic is determined by computing and comparing the cell frequencies which would be expected if no relationship was present between the variables, given the existing row and column totals, with the actual values found (Nie et al. 1975). The greater the discrepancies between the expected and actual frequencies, after the degrees of freedom and the level of significance are determined, the larger chi-square becomes indicating the probability that the two variables are related; the smaller the chi-square value, the closer it is to the theoretical value, indicating that the two variables are probably not related.

Phi and Cramer's V, measures of association used with the chi-square statistic, are used to provide information about the strength of the association between the variables. Phi, a measure of association used with 2 x 2 contingency tables, makes a correction for the fact that the chi-square value is directly proportional to the number of cases N by adjusting the chi-square value. Phi takes on the value of 0 when no relationship exists, and the value of +1 when the

variables are perfectly related, that is, all cases fall on the main diagonal (Nie et al. 1975).

Cramer's V, a slightly modified version of Phi, is employed in this study because it is suitable for contingency tables larger than 2 x 2: when Phi is calculated for a table which is not 2 x 2, it has no upper limit. Therefore, Cramer's V is used to adjust Phi for either the number of rows or the number of columns in the table depending on which of the two is smaller. Cramer's V, similar to Phi, ranges from 0 to +1 when several nominal categories are involved (Nie et al. 1975). A large Cramer's V signifies that a high degree of association exists, without revealing the manner in which the variables are associated. The chi-square (χ^2) test of statistical significance and the Phi and Cramer's V measures of association were chosen because the variables in the contingency tables are measured at the nominal level (Klecka et al. 1975).

The hypotheses tested using this analysis are listed below.

A. Black managers who are age 37 and below are more likely to see themselves as entrepreneurs.

B. Black managers who supervise more white than non-white employees are more likely to see themselves as caretakers than entrepreneurs.

C. Black managers who reached their high level position through EEO/AA are more likely to see themselves as careerists than strategists.

D. There is a relationship between the managerial and career role types of high level black urban managers.

1. Black managers who see themselves as caretakers are more likely to also see themselves as conservers than climbers.

2. Black managers who see themselves as crusaders are more likely to also see themselves as strategists than careerists.

3. Black managers who see themselves as entrepreneurs are more likely to also see themselves as climbers than careerist.

4. Black managers who see themselves as administrators are more likely to also see themselves as careerists than strategists.

E. Black managers who see themselves as entrepreneurs are more likely than caretakers to behave in accordance with their perception of the managerial role that a black urban manager ought to play.

F. Black managers who see themselves as entrepreneurs or administrators are more likely than crusaders to see themselves playing the managerial role they want to play.

G. Black managers who see themselves as entrepreneurs are more likely to play the managerial role they believe the black community wants them to play than those who see themselves as caretakers and crusaders.

Mann-Whitney U and T-test

The Mann-Whitney U, one of the common nonparametric techniques used to test differences between two independent groups (Kosecoff and Fink 1982), was employed. The rank order scale assigns a number to each black urban manager to indicate the black manager's position vis-a-vis other black managers along some quantitative dimension (Tabachnick and Fidell 1989). The sum of ranks for the sample group is compared to the population's sum of ranks. The U statistic represents the estimated difference between the sum of ranks

of the two groups. The Mann Whitney U test is similar in purpose to the parametric t-test but can be used with ordinal data, on small sample sizes and when no assumptions about the shape of the distribution are made (Kosecoff and Fink 1982).

A Z score, a test of statistical significance, which standardizes the normal curve so that the distribution has a mean of 0 and a standard deviation of 1, was used to determine what proportion of the sample distribution lies between the mean and any given point (Welch and Comer 1983). If the calculated Z value is larger than the theoretical value, the null hypothesis (the sample is representative of the population) is rejected.

Because parametric tests are more powerful than nonparametric tests, the parametric t-test, which is similar to the Z score, was employed to measure the differences between groups means in terms of standard deviation (Welch and Comer 1983). Three assumptions for using a t-test are: 1) the researcher does not know the population variance; 2) t tests allow the researcher to substitute the sample standard deviation, which is known, for the population standard deviations likely to be unknown; and 3) the researcher needs to assume that the sample is drawn from a population that is normal. If the t value is larger than the theoretical value, after the degree of freedom and level of significance are determined, the null hypothesis (there is no difference between the two groups) is rejected. The F statistic (t^2),

the ratio of the two estimates, is also interpreted after the degrees of freedom and level of significance are determined. The F-ratio increases as the between sum of squares increases (Welch and Comer 1983). If it is greater than the theoretical F value, the null hypothesis is rejected.

The hypotheses tested using these analyses were:

A. Black managers who are members of black organizations are more likely to pursue the needs of the black community than black managers who are not members of black organizations.

B. Black managers who work in predominately black cities are likely to pursue the needs of the black community.

Kruskal-Wallis Analysis of Variance by Ranks and Analysis of Variance

To determine whether or not sameness in behavior existed among career role groups (independent variable) on some measure of the dependent variable, the nonparametric Kruskal-Wallis Analysis of Variance (ANOVA) by Ranks was used. The rank order scale assigns a number to each black urban manager to indicate the black manager's position vis-a-vis other black managers along some quantitative dimension (Tabachnick and Fidell 1989). The sum of ranks of the career role group's mean is compared to the sum of ranks of the entire population mean. The H test statistic, similar to the F statistic, is interpreted after the degrees of freedom and level of significance are determined. If it is greater than the theoretical value, the null hypothesis (the groups are

the same) is rejected. Two assumptions for using Kruskal-Wallis are that there are no assumptions about the population and one must test the sameness of equality of behavior and not differences (Welch and Comer 1983).

The equivalent parametric test, analysis of variance (ANOVA) was calculated to compare the outcomes. The concept of analysis of variance is similar to the t-test only one can compare more than two sample means. Analysis of variance is the difference between each group mean and the overall or grand mean of the dependent variable (Welch and Comer 1983). The independent variable must be nominal and the dependent variable must be interval. The researcher had to convert nominal data to interval data, or create a dummy variable, to perform this analysis. The differences between the groups is compared with the differences within the groups.

The F statistic, the ratio of the two estimates, is interpreted after the degrees of freedom and level of significance are determined. The F-ratio increases as the between sum of squares increases (Welch and Comer 1983). If it is greater than the theoretical F value, the null hypothesis (the difference between the career role type groups is greater than within the groups) is rejected.

Scheffe post-hoc tests were used to reduce the likelihood of a Type I error occurring due to the number of comparisons made (Welch and Comer 1983). The Scheffe test examines all possible linear combinations of group means and

is an exact test, even for unequal group sizes (Nie et al. 1975). The Scheffe, in this study, was used to identify divergences between the career role groups means and several dependent variable group means.

The hypotheses tested using these analyses were:

A. Black managers who see themselves as highly ambitious are more likely to see themselves as climbers than conservers.

B. Black managers who see themselves as low on personal ambition are likely to see themselves as careerists than strategists.

C. Black managers who see themselves in a supportive environment are likely to see themselves as climbers than conservers.

Chapter Summary

This chapter opened with an introduction, assumptions made prior to conducting the research, and listing of the research questions and hypotheses used in the dissertation. A discussion of the research design employed, the population and sampling procedures utilized, and the setting in which the research was conducted followed. The chapter also contained a discussion on instrumentation, as well as the results of the pilot study conducted on the instrument, definition of terms and research procedures utilized. Chapter III concluded with a presentation of data collection procedures and data analysis, including statistical procedures and the level of significance used to test each hypothesis.

The next section, Chapter IV, contains the results of the data analysis. The chapter contains summary data for the entire sample and role groups. The chapter is organized as follows: 1) re-statement of the research question and hypothesis followed by related data with tables, as appropriate; 2) a statistical decision concerning the analysis and an assessment of whether the analysis supports ($p < .05$), or fails to support ($p > .05$) the hypothesis and 3) a brief discussion of the significance of the finding as it relates to theory, practice and future research needs.

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CHAPTER IV

RESULTS

Introduction

This chapter contains the results of the data analysis. The research question and hypothesis are reiterated, followed by related data with tables, as appropriate. A statistical decision concerning the analysis and an assessment of whether the analysis supports ($p < .05$), or fails to support ($p > .05$) the hypothesis is rendered, followed by a brief discussion of the significance of the finding as it relates to theory, practice and future research needs.

Socio-Demographic Profile of Respondents

Overall Research Question A

Overall Research Question A: What is the profile of high level black urban managers?

Subquestion 1

Subquestion: What are the socio/demographic characteristics of high level black urban managers in

Virginia?

Forty-three high level black urban managers participated in this study through the research and data collection procedures described in Chapter III. Tables 5 through 8 contain data that describe a population of black managers largely comprised of 38-51 year old (74.4%), married (69.7%) men (72.1%) with gross family incomes between \$51,000 and \$79,999 (51.2%).

Table 5. Age of Respondents

Age (n = 43)	Number	Percentage
31-37	3	7.0
38-44	21	48.8
45-51	11	25.6
52-58	6	13.9
59+	2	4.7
Total	43	100.0

Table 6. Marital Status of Respondents

Marital Status (n = 43)	Number	Percentage
Married	30	69.7
Separated	2	4.7
Divorced	7	16.3
Single	3	7.0
Widowed	1	2.3
Total	43	100.0

Table 7. Gender of Respondents

Gender (n = 43)	Number	Percentage
Female	12	27.9
Male	31	72.1
Total	43	100.0

Table 8. Gross Family Income of Respondents (in Dollars)

Gross Family Income (n = 43)	Number	Percentage
<50,000	3	7.0
51,000-79,999	22	51.2
80,000-99,999	9	20.9
100,000-199,999	9	20.9
Total	43	100.0

Subquestion 2

Subquestion 2: What is the educational background of high level black urban managers in Virginia?

Tables 9 through 11 contain descriptive data relating to the educational background of the high level black urban managers who participated in this study. Ninety-eight percent of the black managers have a college education with the majority in possession of a Master's degree from predominately white, public institutions. The black urban managers' field of study varied from public administration (27.9%) to business (13.9%) to other (34.8%), which included

majors such as social work, political science, urban studies, planning and law.

Table 9. Educational Level of Respondents

Educational Level (n = 43)	Number	Percentage
Some College	1	2.3
Bachelor's Degree	17	39.5
Master's Degree	23	53.5
Law Degree	2	4.7
Total	43	100.0

Table 10. Frequency and Type of Educational Institutions Attended by Respondents

Type of Educational Institution	Number	Percentage
(n = 36)		
Historically Black	15	41.7
Predominately White	21	58.3
Total	36	100.0
(n = 30)		
Public Institution	21	70.0
Private Institution	9	30.0
Total	30	100.0

Table 11. Majors of Respondents

Major (n = 42)	Number	Percentage
Business	6	14.3
Education	2	4.8
Engineering	2	4.8
Humanities	1	2.4
Public Administration	12	28.6
Science	2	4.8
Social Science	3	7.0
*Other	14	33.3
Total	42	100.0

*Other is comprised of majors such as, social work, political science, law, leisure services management, library and information services, police administration, urban studies, planning, pharmacy, interdisciplinary studies and math.

Subquestion 3

Subquestion 3: How involved are high level black urban managers in community, social and civic activities?

The black managers in this study are active in community, social and civic activities. As Table 12 depicts, only one black urban manager reported no community involvement. The preponderance of black urban managers hold membership in professional organizations. Substantial percentages are actively involved in church, business and community, fraternal and charitable organizations. It should be noted that a relatively small number (15%) are involved in civil rights organizations.

Table 12. Frequency and Type of Community Involvement of Respondents

Community Involvement (n = 43)	Number	Percentage
None	1	2.3
1 - 3	18	41.9
4 - 6	16	37.2
7+	8	18.6
Total	43	100.0

Type of Community Involvement (n = 40)	Number	Percentage
Professional Organizations	35	87.5
Church	21	52.5
Business/Civic Organizations	18	45.0
Fraternities/Sororities/Lodges	16	40.0
Charitable Organizations	14	35.0
Civil Rights Organizations	6	15.0
Country/Social Clubs	4	10.0

Subquestion 4

Subquestion 4: What is the nature of the high level black urban manager's current work environment?

As shown in Tables 13 and 14, the majority of high level black urban managers work in predominately white cities with populations over 70,000.

Table 13. Size of City

Population Size (n = 42)	Number	Percentage
Below 70,000	4	9.5
70,000 and above	38	90.5
Total	42	100.0

Table 14. Racial Composition of Respondents' Current Job Location

=====		
Racial Composition of Current Job Location (n = 42)	Number	Percentage
Predominately White	32	76.2
Predominately Black	10	23.8
Total	42	100.0
=====		

Tables 15 through 19 provide information on the work environment in which the black urban managers function. Over three-fourths of the black managers in this study are classified as department heads (fiscal officers, personnel officers, directors of social services and the like). The majority (58.1%) have occupied their current position for less than five years.

Table 15. Job Category of Respondents

=====		
Job Category (n = 43)	Number	Percentage
Department Head	34	79.1
Assistant/Assistant to the City Manager	9	20.9
Total	43	100.0
=====		

Table 16. Respondents' Tenure in Current Position

Tenure (n = 43)	Number	Percentage
< 1 year	1	2.3
13-24 months	7	16.3
25-36 months	6	13.9
37-48 months	7	16.3
49-60 months	4	9.3
61+ months	18	41.9
Total	43	100.0

The black managers' span of control ranged from 0 to 1179 employees supervised. As Table 19 reflects, the raw data was organized to describe their workforce by race and gender. Almost half of the black urban managers reported that they supervise more white employees than non-white employees and two-thirds indicated that they supervise more women than men.

Table 17. Distribution of Employees Supervised by Race and Gender

Race (n = 33)	Number	Percentage
More Non-Whites	14	42.4
More Whites	16	48.5
Same Number of Non-Whites and Whites	3	9.1
Total	33	100.0
Gender		
More Women	22	66.7
More Men	11	33.3
Total	33	100.0

Tables 18 and 19 contain data relating to the black urban managers' anticipated tenure in their current high level position and their tenure in public/government service. Approximately one-fourth of the black managers indicated that they are currently job seeking or that they plan to retire from their current position. Length of tenure in the public/government sector ranged from five to 39 years with the majority reporting 16 to 25 years of service.

Table 18. Respondents' Anticipated Tenure in Current Position

Anticipated Tenure (n = 41)	Number	Percentage
Currently Job Seeking	10	24.4
6-12 months	3	7.2
13-24 months	4	9.8
25-36 months	5	12.2
37-48 months	2	4.9
49-60 months	2	4.9
Plan to retire from this position	10	24.4
*Other	5	12.2
Total	41	100.0

*Other includes responses such as unknown, unsure, no current plans and depends on the opportunities.

Table 19. Respondents' Years of Public/Government Service

Years of Service (n = 42)	Number	Percentage
5-15	11	26.2
16-25	23	54.8
26-39	8	19.0
Total	42	100.0

Subquestion 5

Subquestion 5: How did the black urban manager reach his/her high level position?

The black urban managers reported that various factors account for their high level position. As Table 20 illustrates, the majority of black urban managers reported that they reached their high level position through promotion, hard work, experience and mentoring.

Table 20. Respondents' Reasons for Reaching High Level Position

Reason (n = 40)	Number	Percentage
Promotion	7	17.5
Hard Work	7	17.5
Experience	5	12.5
Mentor	4	10.0
Education	3	7.5
Competitive Examination	3	7.5
Professional Contacts	3	7.5
Executive Search	2	5.0
Osmosis	2	5.0
EEO	1	2.5
Executive Appointment	1	2.5
Good Interview	1	2.5
Performance	1	2.5
Total	40	100.0

Listed below are actual quotes from the black managers. Some are sanitized to maintain their anonymity as promised. Individuals who cited promotion said the following:

"Promoted through the ranks."

"Through several promotions based on expertise developed from previous positions."

"Promotions-five within the city from 1980 to 1990."

"Progressively responsible positions."

"I progressed steadily in...from...to...in two cities in this area over an 18 year period. Then promoted to...in 1987 after having become known as a bright, innovative, firm and fair manager and disciplinarian in this city."

"Through a series of promotions at various agencies; have held current position for 15 years, although I have changed areas of primary responsibility three times...."

"Promoted after eight years as middle manager."

Examples from black urban managers who cited hard work include:

"Hard work, persistence, skill, knowledge and luck."

"Hard work; being recognized as a true professional."

"Worked at being the best at each level within my organization. Have completed additional coursework to insure expertise at different levels. Consistently worked a 50 hour workweek."

"Worked hard, studied hard and positive attitude."

"Hard and dedicated work within the system and within the city."

"Hard work, dedication, and mentoring."

"Hard work, long hours and niche development."

Black urban managers who reported experience as their

reason wrote:

"Persistence and know how."

"Acting in a position for one and one-half years; demonstrated ability to do job and was made permanent."

"Many years of experience in administration."

"Education and varied job experiences in different cities."

Individuals who attributed their ascent in city government to mentoring wrote:

"Right place at the right time and had a mentor who was most helpful."

"I have a state-wide professional reputation for being good at anything I try to do. Hard work and visibility with excellent white male sponsors have been the key to my progress."

"Very good mentor who was white. Would have gone farther if he had stayed in the city."

"Mentor provided opportunity for advancement after reviewing my work."

Examples of other reasons provided by black urban managers in the study are listed below:

"Through professional contacts with certain individuals with the organization, as well as professional qualifications."

"Organization was seeking a minority."

"Was selected from a national competitive process."

"Good interview."

Analyses of Data Relating to Research Questions

Research Question B1

Research Question B1. For black urban managers, what are the relationships among the following variables which comprise managerial role: managerial activism, pursues the needs of the black community and organizational support?

Managerial activism refers to the extent black managers perceived themselves displaying innovation in their daily work, as measured by responses to survey Section II, question 11. A score of one indicated low managerial activism; a score of five indicated high managerial activism.

Pursues the needs of the black community refers to the extent to which black managers believed they pursue the needs of the black community, as measured by responses to survey Section II, questions one and four. A score of two through four indicated the black manager pursued the needs of the black community to a lesser extent than one who reported a score of eight through ten.

Organizational support base is a continuous variable comprised of the sum of scales for three component variables: acceptance, job discretion and favorability of work environment for pursuing the needs of the black community,

where the scale values read from low to high; weak to strong; and unfavorable to favorable. Table 21 contains descriptive data for these variables used to test hypotheses.

Table 21. Descriptive Statistics for Managerial Activism, Pursues the Needs of the Black Community and Organizational Support Base

Variable Name	N	Min.	Max.	Mean	Standard Deviation
Managerial Activism	43	1.00	5.00	3.93	.99
Pursues Needs of Black Community	43	5.00	10.00	8.70	1.30
Organizational Support	43	15.00	30.00	21.30	3.40
Acceptance	43	8.00	15.00	11.50	2.10
Job Discretion	43	2.00	5.00	4.30	.74
Favorability of Work Environment	43	2.00	10.00	5.50	1.80

Hypothesis 1

Hypothesis 1: Black managers who display high managerial activism are likely to pursue the needs of the black community.

The results of the Spearman r rank order correlation analysis indicated no statistically significant relationship between managerial activism and pursues the needs of the black community ($r=.13$, $p=.41$, $n=43$). The r value was

significant at the .41 probability level, thus, the hypothesis was not supported.

The researcher attributed this finding to the use of one survey question to measure managerial activism. In addition, as shown in Table 21 above, the black managers in this study, as a population, responded similarly to the managerial activism question with little variance in the way they responded. Future researchers are encouraged to use more questions to measure managerial activism in the examination of its relationship to the variables which comprise the managerial role of high level black urban managers.

Hypothesis 2

Hypothesis 2: Black managers who have strong organizational support are likely to pursue the needs of the black community.

The results of the Spearman r rank order correlation analysis indicated that black urban managers in this study who are in a supportive work environment are likely to pursue the needs of the black community ($r=.30$, $p<.05$, $n=43$). Thus, the hypothesis was supported.

In this study, black urban managers who reported the active pursuit of the needs of the black community in supportive organizations were defined as entrepreneurs. As previously shown in Table 21, acceptance and job discretion

contributed largely to the strong organizational support measure and appeared to offset the effect of the variable used to measure the favorability of the work environment for pursuing the needs of the black community.

The theoretical contribution is that the finding supports Henderson's (1988) theory about the role black managers play in the urban environment. He defined the trustee role as black urban managers who are concerned about fulfilling the needs of the black community by making a personal commitment to actively pursue the needs of the black community.

The implication of this finding for practice is that a supportive work environment enables black urban managers to address the needs of the black community. Specifically, black urban managers who feel accepted into the formal and informal aspects of work and have a high degree of job discretion and autonomy in performing their work are likely to pursue the needs of the black community.

Hypothesis 3

Hypothesis 3: Black managers who display high managerial activism are likely to work in an environment with strong organizational support.

The results of the Spearman r rank order correlation analysis indicated that no statistically significant relationship existed between managerial activism and

organizational support ($r=.08$, $p=.59$, $n=43$), or between each of the following three organizational support components and activism: acceptance ($r=.07$, $p=.67$, $n=43$), job discretion ($r=.04$, $p=.78$, $n=43$) and favorability of work environment for pursuing the needs of the black community ($r=.06$, $p=.69$, $n=43$). In all four analyses, the r value was significant at a probability level greater than .05. Therefore, the hypothesis was not supported.

Similar to Hypothesis 1, the use of more questions to measure managerial activism in the examination of this hypothesis is encouraged.

Research Question B2

Research Question B2. What is the relationship between pursuing the needs of the black community and selected demographic variables?

Hypothesis 1

Hypothesis 1: Black managers who are members of black organizations are more likely to pursue the needs of the black community than black managers who are not members of black organizations.

The Mann-Whitney U, one of the common nonparametric techniques used to test differences between groups, indicated

no statistically significant difference between black urban managers who are members of black organizations versus black managers who are not members of black organizations and pursuing the needs of the black community. In this study, 23 black urban managers reported no membership in black organizations and 20 reported membership in black organizations. Membership in black organizations was the independent variable and pursues the needs of the black community was the dependent variable.

As Table 22 illustrates, the average rank for both groups of black urban managers on the dependent variable was almost the same. The Z score, which standardizes the normal curve so that the distribution has a mean of 0 and a standard deviation of 1, was significant at the .58 probability level and indicated that black managers without membership in black organizations are .56 standard deviations below the mean. Therefore, the hypothesis was not supported.

The t-test analysis performed on this hypothesis also indicated no statistically significant difference between black urban managers who are members of black organizations versus those who hold no membership in black organizations and pursuing the needs of the black community. The 2-tailed t-test was significant at the .63 probability level. Hence, the hypothesis was not supported. As Table 22 reveals, the mean and standard deviation for both groups of black urban

managers are similar, indicating no difference between the two groups.

Table 22. Mann-Whitney U and T-test Analysis: Dependent Variable, Pursues the Needs of the Black Community by Independent Variable, Membership in Black Organizations

Membership in Black Organizations	Number	Average Rank on Pursues the Needs of the Black Community
No membership	23	23
Membership	20	20.8
U=207.00, p=.58, Z=-.56, n=43		

T-Test Analysis

Memberships Black Organizations	Number	Mean	Standard Deviation
No Membership	23	8.9	1.3
Membership	20	8.6	1.4
2 tailed-t =.67, p=.63, n=43			

According to Henderson (1979), black urban managers who are members of black professional organizations are more advocacy oriented than black members of other professional organizations. The findings of this study suggest that black

organizations, other than black professional organizations, are not as influential on the behavior of black managers as black professional organizations. Further exploration into this relationship with a larger sample may provide useful contributions to Henderson's findings.

Hypothesis 2

Hypothesis 2: Black managers who work in predominately black cities are likely to pursue the needs of the black community.

The Mann-Whitney U analysis indicated no statistically significant difference between black urban managers who work in predominately black cities versus black urban managers who work in predominately white cities and pursuing the needs of the black community. As Table 23 shows, the average rank for both groups of black urban managers was virtually the same and the Z score indicated no variation from the mean. Thus, the hypothesis was not supported.

Nearly three-fourths of the black urban managers in this study reported working in predominately white cities. The question of whether or not the racial composition of cities in which black urban managers function is related to meeting the needs of the black community remains unanswered. Future research on this relationship with a larger sample of black managers representative of cities with varied racial compositions may render a different finding.

Table 23. Mann-Whitney U Analysis: Dependent Variable, Pursues the Needs of the Black Community by Independent Variable, Racial Composition of Respondents' Current Job Location

Racial Composition of Current Job Location	Number	Average Rank on Pursues the Needs of the Black Community
Predominately White	33	21.5
Predominately Black	9	21.7
U=147.00, p=.97, Z= -.05, n=42		

Research Question B3

Research Question B3: What is the relationship between the self-ascribed managerial role and selected demographic profile factors of high level black managers?

The self-ascribed managerial role of the 43 high level black urban managers was ascertained from their response to the survey question cited below. The role types below are described, verbatim, as they appeared on the survey. Below is a list of managerial roles which research has identified as most prevalent. Please read each of the following descriptions carefully and specify which type best describes your behavior by checking the appropriate letter (Please check only one).

- _____ (A) tends to use available resources to meet organizational objectives; displays a high degree of managerial activism and innovation in your daily work; has strong support among employees, peers and superiors; pursues the interests of the black community.
- _____ (B) tends to use an agenda setting process which focuses on long term activities mostly for project completion; uses the bureaucratic process heavily for task accomplishment; has a strong network among organizational members, a staff with limited resources of some importance and you actively pursue the interests of the black community.
- _____ (C) tends to use a reactive, short-run oriented agenda setting process; relies on personal appeal for network building; builds a loyal staff with relatively few resources; relies on both the bureaucratic and individualistic processes for task accomplishment; focuses on maintenance, not change; works in an environment unfavorable for pursuing the interests of the black community.
- _____ (D) tends to emphasize crisis management due to the lack of vital resources to manage your department consistently; develops support through the use of principles and personality; highly innovative; works in an environment unfavorable for pursuing the needs of

the black community.

Managerial role typology is the sum of four scales: managerial activism, pursues the needs of the black community, organizational support base, and favorability of the work environment for pursuing the needs of the black community, or a 2 x 2 x 2 x 2 design. One option was to provide the respondents with sixteen role typologies from which to choose. For this study, the choices were limited to the four managerial role typologies best supported by the literature. The four managerial roles from which the respondents self-selected were described as follows: a) entrepreneur - high managerial activism, strong organizational support, and pursues the needs of the black community; b) administrator - low managerial activism, strong organizational support, and pursues the needs of the black community; c) caretaker - low managerial activism, weak organizational support, and unfavorable work environment for pursuing the needs of the black community; and d) crusader - high managerial activism, weak organizational support, and unfavorable work environment for pursuing the needs of the black community. The assumption made was that black managers would select a role in a systematic way; that is, based on the degree to which they pursue the needs of the black community or the favorability of their work environment for pursuing the needs of the black community.

Additionally, the managerial role typologies are orthogonal and do not fall on a continuum. This is because they were developed from the works of different theorists and are comprised of three scales. Therefore, continuous variables were developed for the constructs which measured pursues the needs of the black community, organizational support base, and the three variables which comprise organizational support base: acceptance, job discretion, and favorability of work environment for pursuing the needs of the black community. Accordingly, appropriate statistical techniques were utilized to analyze the data.

As Table 24 shows, almost three-fourths of the black urban managers perceived themselves playing the entrepreneur role. Eight (19%) black urban managers saw themselves playing the administrator role, one (2%) selected the caretaker role type and two (5%) identified with the crusader role type.

Table 24. Distribution of Respondents by Managerial Role Types

Role Type (n = 43)	Number	Percentage
Entrepreneur	32	74.4
Administrator	8	18.6
Caretaker	1	2.3
Crusader	2	4.7
Total	43	100.0

Hypothesis 1

Hypothesis 1: Black managers who are age 37 and below are more likely to see themselves as entrepreneurs.

Table 25 contains the chi-square (χ^2) contingency analysis crosstabulating black managers age 37 and below and over age 37 with entrepreneurs and the remaining managerial role types. No statistically significant difference was found between the two variables. The chi-square (χ^2) value was significant at the .31 probability level and V was significant at .09. The Phi measure of association indicated virtually no association between the variables. Hence, the hypothesis was not supported.

Table 25. Chi-Square (χ^2) Analysis of Age by Entrepreneur and Remaining Managerial Role Type (in percentages)

	<u>Over 37</u>	<u>Under 37</u>	<u>Total</u>
Entrepreneurs	72.1	2.3	74.4
*Rest	20.9	4.6	25.5
Total	93.0	6.9	99.9

$\chi^2=1.0$, 1df, $p=.31$ $V=.09$, $\Phi=.07$, $n=43$

*Rest is comprised of administrators, caretakers and crusaders

Chi-square (χ^2) was determined by computing and comparing the cell frequencies which would be expected if no

relationship was present between the variables, given the existing row and column totals, with the actual values found (Welch and Comer 1983). Three of the 43 black managers in the study reported ages under 37, of whom only one selected the entrepreneur role. Of the remaining 40 black managers over age 37, 72.1% viewed themselves as entrepreneurs.

Edgar Schein (1978) stated that the stages, issues and tasks of the career cycle of individuals below the age of 35 include establishing a clear identity in the organization, becoming visible, and accepting higher levels of responsibility, including that for the work of others as well as one's work. Because these behaviors closely paralleled the behaviors associated with the entrepreneur role, the hypothesis was formulated and tested. Further exploration into the relationship between the age of black managers and the role they play in an urban environment with a larger sample may provide useful insights.

Hypothesis 2

Hypothesis 2: Black managers with longer tenure in their current position are likely to see themselves as entrepreneurs.

As shown in Table 26, the chi-square (χ^2) statistic for the analysis between the black managers who selected the entrepreneur role with longer tenure in their current

position and the remaining black managers does not support the hypothesis. In fact, the opposite appears to approach significance: black managers with shorter tenure in their current position see themselves as entrepreneurs.

To glean further information about the nature of the relationships, Spearman r rank order correlational analysis was performed to examine relationships between tenure in current position and the following variables which comprise the entrepreneur managerial role: managerial activism, pursues the needs of the black community and organizational support. The results indicated that tenure in current position was not statistically related to managerial activism ($r = -.18$, $p = .26$, $n = 43$) or organizational support ($r = -.16$, $p = .31$, $n = 43$) but a negative, statistically significant relationship was discovered between tenure in current position and pursues the needs of the black community ($r = -.36$, $p < .02$, $n = 43$). In the first two analyses, the r value was significant at probability levels greater than .05. In the latter analysis, the r value was significant at the .02 level and suggests that 98% of the time, as the tenure of black urban managers in their current position increases, pursuing the needs of the black community decreases. Conversely, as the tenure of black urban managers in their current position decreases, pursuing the needs of the black community increases.

Table 26. Chi-Square (χ^2) Analysis of Tenure in Current Position by Entrepreneur and Remaining Managerial Role Types

Managerial Role Types	Longer Tenure	Shorter Tenure	Total
Entrepreneurs	11 25.6%	21 48.8%	32 74.4%
*Rest	7 16.3%	4 9.3%	11 25.6%
Total	18 41.9%	25 58.1%	43 100.0%

$\chi^2=2.88$, 1df, $p=.09$, $n=43$

*Rest is comprised of administrators, caretakers and crusaders

Approximately 75% of black urban managers in this study perceived themselves as playing the entrepreneur managerial role and believe they have a responsibility for addressing the needs of the black community. The implication for practice appears to be straightforward: create supportive work environments wherein black urban managers can pursue the needs of the larger community in general and the needs of the black community, in specific, throughout their career.

Hypothesis 3

Hypothesis 3: Black managers who supervise more white than non-white employees are more likely to see themselves as caretakers than entrepreneurs.

As Table 27 shows, the chi-square (χ^2) contingency analysis indicated no association between black urban managers who supervise more non-white versus white employees by entrepreneurs and caretaker managerial role types. Thus, the hypothesis was not supported.

Table 27. Chi-Square (χ^2) Analysis of Proportion of Non-White Versus White Employees Supervised by Entrepreneur and Caretaker Managerial Role Types

Managerial Role Types	More Non-White Employees Supervised	More White Employees Supervised	Total
Entrepreneurs	13 48.1%	13 48.1%	26 96.2%
Caretakers	1 3.7%	0 0%	1 3.7%
Total	14 51.8%	13 48.1%	27 99.9%

$\chi^2=.001$, 1df, $p=.97$, $n=27$

Only one of the 27 black managers in this analysis selected the caretaker role which resulted in one cell with zero and one cell with the value of one. Combining roles would have been meaningless in testing the hypothesis. The remaining 26 black urban managers view themselves as entrepreneurs.

The relationship between proportion of employees supervised by race and managerial role was examined because Richards and Jaffee (1972) found that white subordinates of

black leaders engaged in behaviors which hindered the effectiveness of black supervisors, similar to the caretaker role. This relationship remains of interest and lends itself to future research with a larger sample which may contain more caretakers.

Hypothesis 4

Hypothesis 4: Black managers who are currently job seeking are likely to see themselves as crusaders.

None of the black urban managers in this sample who are currently job seeking identified themselves as crusaders: managerial activists who pursue the needs of the black community in an unsupportive environment. One explanation is that the black managers who meet the description have already left the unsupportive work environment. Nonetheless, the hypothesis as stated remains unsupported and provides an opportunity for future research with a larger sample of black urban managers.

Instead, Spearman r rank order correlational analysis was performed to examine the relationship between anticipated tenure in current position and the following variables which comprise the crusader managerial role: managerial activism, pursues the needs of the black community and organizational support. The results of the Spearman r analyses indicated that anticipated tenure in current position is not statistically related to pursuing the needs of the black community ($r = -.05$,

$p=.78$, $n=41$) or organizational support ($r=.16$, $p=.31$, $n=41$). For both analyses, the r value was larger than the .05 level. However, there was a negative, statistically significant relationship between black urban managers' anticipated tenure in their current position and the degree of managerial activism they displayed in performing their work ($r=-.33$, $p<.04$, $n=41$). Because the negative r value was significant at the .04 level, it suggests that for black urban managers in this study, the shorter the anticipated tenure in their current position, the higher their managerial activism and the longer the anticipated tenure in the their current position, the lower their managerial activism.

The finding suggests that black urban managers who expect to remain in their high level position for a short period of time display more managerial activism in performing their work.

Hypothesis 5

Hypothesis 5: Black managers with a long tenure in public/government service are likely to see themselves as caretakers.

Only one black manager selected the caretaker managerial role. Similar to the analysis above, Spearman r rank order correlational analysis was performed to examine the relationship between years in public/government service and the following variables which comprised the caretaker role:

managerial activism and organizational support. The results of the Spearman r rank order correlation analyses indicated no statistically significant relationship between years of public/government service and organizational support but a negative statistically significant relationship between years of public/government service and managerial activism ($r = -.33$, $p < .03$, $n = 42$). Thus, the hypothesis was not supported but, for black urban managers in this study, as their years of public/government service increases, their managerial activism decreases and as their years of public/government service decreases, their managerial activism increases.

Whatever the reason for the inverse relationship between years of public/government service and managerial activism, the implication for practice is this: encourage black urban managers, both new entrants and those with longer tenure of public/government service, to try different ideas and concepts in urban management.

Research Question B4

Research Question B4: Do high level black urban managers behave in accordance with their perception of the managerial role that a black urban manager ought to play?

Hypothesis 1

Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely than caretakers to behave in

accordance with their perception of the managerial role that a black urban manager ought to play.

As previously stated, only one black urban manager selected the caretaker career role type. Therefore, chi-square (χ^2) analysis was conducted to examine the relationship between the black urban managers' self-ascribed role and their response to the survey question, "Which role do you believe black managers ought to play?." In this analysis, concordance denotes the black managers' self-ascribed managerial role is the same managerial role they believe black urban managers ought to play. Discordance is translated as the black managers' self-ascribed managerial role is not the same managerial role they believe black urban managers ought to play.

As Table 28 shows, the results of the chi-square (χ^2) contingency analysis indicated a statistically significant difference between the variables. The chi-square (χ^2) value was significant at the .0005 probability level; the V and Phi measures of association also indicated an association between the variables. Thus, black urban managers in this study who selected the entrepreneur managerial role are more likely to behave in accordance with their perception of the role that a black urban manager ought to play than those who did not self-ascribe to this managerial role.

Table 28. Chi-Square (χ^2) Analysis of Entrepreneurs Versus Remaining Managerial Role Types by Perceived Role Black Managers Ought to Play (n=42)

	Entrepreneur (1)	Others (2,3,4)	Total
Concordance	30 71%	5 12%	35 83%
Discordance	1 2.40%	6 14.30%	7 16.70%
Total	31 73.40%	11 26.30%	42 99.70%

$\chi^2=11.9$, 1df, $p=.0005$, $V=.001$, $\Phi=.37$

Table 29 contains the crosstabulation analysis between all four managerial role groups and the black managers' response to the question, "Which role do you believe black managers ought to play?" The relationship was statistically significant at the .0004 probability level, thus the hypothesis was supported. On inspection, it appeared that the entrepreneurs contributed greatest to the concordance. Ninety-seven percent (30 out of 31) of the black managers in this study self-ascribed to the entrepreneur managerial role and reported this to be the managerial role they believe black managers ought to play.

Table 29. Crosstabulation Analysis of All Managerial Role Type by Perceived Role Black Managers Ought to Play

	*E	*A	*C	*Cr	Total
Entrepreneur	30 71%	3 7	1 2.4	1 2.4	35 82.8%
Administrator	1 2.4	5 12	0 0	1 2.4	7 16.8
Total	31 73.4	8 19	1 2.4	2 4.8	42 99.6

$\chi^2=17.9$, 3df, $p<.0004$, $n=42$

*E=Entrepreneur; *A=Administrator; *C=Caretaker; *Cr=Crusader

This finding supports the assumptions of representative bureaucracy which assert that as black managers are brought into the administrative arena they will represent the interests of the black community (Karnig and McClain 1988). The premise of this study is high level black urban managers will vary from each other in the perception of their managerial role self-image and the variation, which is related to their managerial role type (entrepreneur, administrator, caretaker, and crusader), can be discussed in terms of role norm - expectations that the black managers have for themselves, as well as expectations that the black community has of the black manager. Based on this finding, the majority of black urban managers in cities in Virginia experience role norm.

Research Question B5

Research Question B5: Do high level black urban managers play the managerial role they want to play?

Hypothesis 1

Hypothesis 1: Black managers who see themselves as entrepreneurs or administrators are more likely than crusaders to see themselves playing the role they want to play.

Table 30 contains the chi-square (χ^2) contingency analysis crosstabulating black urban managers who see themselves as entrepreneurs and administrators versus the crusaders by the managerial role they want to play. In this analysis, concordance denotes the black managers' self-ascribed managerial role is the same managerial role they want to play. Discordance is translated as the black managers' self-ascribed managerial role is not the same managerial role they want to play. There was a statistically significant difference between the variables ($\chi^2=.006, V=.0002$). The Phi measure of association indicated a moderate degree of association between the variables.

Table 30. Chi-Square (χ^2) Analysis of Entrepreneur and Administrator Versus Crusader Managerial Role Types by Perceived Role Black Managers Want to Play (n = 40)

	Entrepreneurs and Administrators	Crusaders	Total
Concordance	35 87.50%	0 0%	35 87.5%
Discordance	3 7.50%	2 5%	5 12.5%
Total	38 95%	2 5%	40 100.0%

$\chi^2=7.5, 1df, p<.006, V=.0002, \Phi =.37$

Table 31 contains the crosstabulation analysis between all four managerial role groups and the black managers' response to the question, "Which role do you want to play?" The relationship was statistically significant at the .001 probability level, thus the hypothesis was supported. On inspection, it appeared that the entrepreneurs contributed greatest to the concordance. Ninety-seven percent (29 out of 30) of the black managers in this study self-ascribed to the entrepreneur managerial role and reported this to be the managerial role they want to play.

Table 31. Crosstabulation Analysis of All Managerial Role Types by Perceived Role Black Managers Want to Play (n = 41)

	*E	*A	*C	*Cr	Total
Entrepreneur	29 70.7%	2 4.9%	1 2.4%	1 2.4%	33 80.4%
Administrator	1 2.4%	6 14.6 %	0 0%	1 2.4%	8 19.4%
Total	30 73.1%	8 19.5%	1 2.4%	2 4.8%	41 99.8%

$\chi^2=22.1, 3df, p<.001$

*E=Entrepreneur; *A=Administrator; *C=Caretaker; *Cr=Crusader

This finding provides an opportunity to discuss role congruence as it relates to black urban managers in cities in Virginia. Nearly three-fourths of black urban managers in this study perceived themselves as playing the entrepreneur managerial role and identified this as the role they want to play. The two black urban managers who perceived themselves as playing the crusader managerial role type indicated they want to play the role of entrepreneur and administrator, respectively. According to role theory, the entrepreneurs in this study are role congruent - black managers play the role they want to play - and that the two crusaders are role incongruent.

Research Question B6

Research Question B6: Do high level black urban managers play the managerial role they believe the black

community wants them to play?

Hypothesis 1

Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely to play the managerial role they believe the black community wants them to play than those who see themselves as caretakers and crusaders.

Table 32 contains the chi-square (χ^2) contingency analysis crosstabulating black urban managers who saw themselves as entrepreneurs versus the black urban managers who saw themselves as caretakers and crusaders by their perception of the managerial role they believe the black community wants a black manager to play. In this analysis, concordance denotes the black managers' self-ascribed managerial role is the same managerial role they believe the black community wants a black manager to play. Discordance is translated as the black managers' self-ascribed managerial role is different from the managerial role they believe the black community wants a black manager to play. The chi-square (χ^2) statistic indicated a statistically significant difference at the .02 probability level. Hence, the hypothesis was supported. That is, black urban managers who selected the entrepreneur managerial role are more likely to play the managerial role they believe the black community wants them to play than those who selected the caretaker and crusader managerial role.

Table 32. Chi-Square (χ^2) Analysis of Entrepreneur Versus Caretaker and Crusader Managerial Role Type by Perceived Role the Black Community Wants Black Managers to Play (n = 33)

	Entrepreneurs	Caretaker and Crusaders	Total
Concordance	24 72.7%	0 0%	24 72.7%
Discordance	6 18.2%	3 9.1%	9 27.3%
Total	30 90.9	3 9.1	33 100.0%

$\chi^2=5.2$, 1df, $p<.02$, $V=.004$, $\Phi=.27$

As shown in Table 33 below, 80% of the black managers in this study self-ascribed to the entrepreneur managerial role and reported this to be the managerial role they believe the black community wants a black urban manager to play.

This finding supplements the previous discussion on the managerial role of high level black managers in Virginia as it relates to role congruence - black managers play the role they believe the black community wants a black manager to play. The majority of black urban managers in this study perceived themselves as playing the entrepreneur managerial role and believe this to be the role the black community wants them to play. Additionally, this is the fundamental principle of substantive representation. Substantive representation deals with the congruence between the policy wishes of the [black

manager] and the [black community] (Karnig and Welch 1980).

Table 33. Crosstabulation Analysis of All Managerial Role Types by Perceived Role the Black Community Wants Black Managers to Play (n = 41)

	*E	*A	*C	*Cr	Total
Entrepreneur (1)	24 59%	4 10%	1 2%	2 5%	31 76%
Executive (2)	5 12%	4 10%	0 0%	0 0%	9 22%
Caretaker (3)	1 2%	0 0%	0 0%	0 0%	1 2%
Total	30 73%	8 20%	1 2%	2 5%	41 100%

$\chi^2=5.3$, 6df, $p=.51$

*E=Entrepreneur; *A=Administrator; *C=Caretaker; *Cr=Crusader

Research Question C1

Research Question C1: For black urban managers, what is the relationship between self-ascribed career role and variables related to career role?

The perceived self-ascribed career role of the 43 high level black urban managers was ascertained from their response to the survey question cited below. The role types are described as they appeared on the survey.

Below is a list of career roles which research has identified as most prevalent. Please read each of the

following descriptions carefully and specify which type best describes your behavior by checking the appropriate letter (Please check only one).

- _____ (A) tends to be concerned with self-interests to maximize power, prestige and income; does exceptionally well on standards used to award promotions; has strong support within the city for gaining promotions.
- _____ (B) tends to identify career and rewards with the organization; maintaining your department and your current position is your paramount concern.
- _____ (C) tends to be concerned with retaining the amount of power, income and prestige you already have; biased against any change and have low expectations of receiving promotions in the future.
- _____ (D) tends to be concerned with seeking promotions by doing exceptionally well on standards used to award promotions in an environment unsupportive of your career goals; seeks out every opportunity to gain consideration for promotion.

Response A) classified the black managers as ascribing him/herself to the climber career role type (high personal ambition and strong career support); B) to the careerist role type (low personal ambition and strong career support); C) to the conserver role type (low personal ambition and weak career support), and D) to the strategist role type (high personal

ambition and weak career support).

As Table 34 illustrates, of the 38 black urban managers who responded to this question, the majority (71.1%) perceived themselves playing the careerist role type. Six black urban managers selected the climber career role and five black urban managers selected the strategist career role. None of the high level black urban managers perceived themselves as conservers.

Table 34. Distribution of Respondents by Career Role Types

Role Type (n = 38)	Number	Percentage
Climbers	6	15.8
Careerist	27	71.1
Strategist	5	13.2
Total	38	100.1

Personal ambition refers to the black manager's self-assessment of the degree of personal ambition they possess, as measured by responses to survey Section IV, question one. A score of one indicated low ambition; a score of five indicated highly ambitious.

Career support base is a continuous variable comprised of the sum of scales for four component variables: career strategies, supervisory support, mentored and sponsored, where the scale values read from low to high and weak to strong. Table 35 contains descriptive data for these variables.

Table 35. Descriptive Statistics for Personal Ambition and Career Support Variables

Variables	N	Min.	Max.	Mean	Standard Deviation
Personal Ambition	43	2	5	4.1	0.8
Career Support Base	43	21	62	41.8	10.0
Career Strategies	43	2	9	5.3	1.8
Supervisory Support	43	9	35	21.9	6.6
Mentored	43	3	15	8.1	3.5
Sponsored	42	1	13	6.6	2.9

As previously stated, none of the high level black urban managers selected the conserver career role type. The nonparametric Kruskal-Wallis Analysis of Variance by Ranks statistical analysis was used to determine whether or not sameness in behavior existed among the three remaining career role groups (climber, careerist and strategist) and the following variables: personal ambition, career support base and the four career support base components: career strategies, supervisory support, mentored and sponsored.

The equivalent parametric statistical test, analysis of variance (ANOVA), was employed to determine the difference between each group mean and the overall group mean of the dependent variables. In all analyses, the self-ascribed career role was the independent variable. The dependent variables were: personal ambition, career support base, career strategies, supervisory support, mentored and sponsored. For the Kruskal-Wallis Analysis of Variance by Ranks analyses, the null hypothesis tested was: sameness in behavior exists among

career role type groups and the appropriate dependent variable.

Hypothesis 1

Hypothesis 1: Black managers who see themselves as highly ambitious are more likely to see themselves as climbers than conservers.

Tables 36 and 37 contain the results of the Kruskal-Wallis Analysis of Variance by Ranks and the Analysis of Variance (ANOVA) analyses between career role type and personal ambition. The Kruskal-Wallis Analysis of Variance by Ranks finding for career role type and personal ambition indicated that the relationship between career role and personal ambition was significant at the .68 probability level, and the ANOVA result was significant at the .77 probability level. Thus, in both analyses, the null hypothesis was accepted. That is, for black urban managers in this study, there was no statistically significant difference in personal ambition among career role type.

Table 36. Kruskal-Wallis Analysis of Variance by Ranks:
Dependent Variable, Personal Ambition by Independent Variable,
Career Role Types

Career Role Group	Number	Average Rank on Personal Ambition
Climber	6	17.4
Careerist	27	20.4
Strategist	5	17.0
H=.78, 2df, p=.68, n=38		

Table 37. Analysis of Variance: Dependent Variable, Personal Ambition by Independent Variable, Career Role Types (n = 38)

Effect	SS	df	MS	F	Significance of F
Career Role	0.27	2	0.13	0.26	0.77
Within	18.07	35	0.52		

Hypothesis 2

Hypothesis 2: Black managers who see themselves as low on personal ambition are likely to see themselves as careerists than strategists.

The analysis for Hypothesis 1 above was used to examine this hypothesis. Aforementioned, for black urban managers in this study, no statistically significant difference was found between personal ambition and career role type.

Hypothesis 3

Hypothesis 3: Black managers who see themselves in a supportive environment are likely to see themselves as climbers than conservers.

Tables 38 and 39 contain the Kruskal-Wallis Analysis of Variance by Rank and the ANOVA findings for career role type and career support base which indicate a relationship significant at probability levels greater than the .05 level. Hence, the null hypothesis was accepted. So, for black urban managers in this study, there was no statistically significant

difference in career support base among career role type.

Table 38. Kruskal-Wallis Analysis of Variance by Ranks: Dependent Variable, Career Support by Independent Variable, Career Role Types

Career Role Group	Number	Average Rank on Career Support
Climber	6	21.1
Careerist	27	19.8
Strategist	5	16.0

H=.64, 2df, p=.73, n=38

Table 39. Analysis of Variance: Dependent Variable, Career Support by Independent Variable, Career Role Types

Effect	SS	df	MS	F	Significance of F
Career Role	67.25	2	33.62	0.35	0.71
Within	3381.10	35	96.60		

As a population, the black urban managers responded almost identical to the personal ambition and career support variables. See Table 40 below. As previously discussed, the black urban managers in this study are highly ambitious and receive moderate support for their career aspirations within their organization. Further research on the relationship among perceived career role, personal ambition and career support for black managers with a larger sample is suggested.

Table 40. Means and Standard Deviations for Dependent Variables, Personal Ambition and Career Support, by Independent Variable, Career Role Types

=====					
Career Role Type (n = 38)		Personal	Ambition	Career Support	
	N	Mean	SD	Mean	SD
Climber	6	4.0	0.63	43.7	10.9
Careerist	27	4.2	0.79	42.0	9.6
Strategist	5	4.0	0.00	38.8	10.0
Entire Sample	38	4.1	0.74	1.9	9.6

The next analyses examined the relationship among the black urban managers' self-ascribed career role and the career support base variables identified for investigation in this study: career strategies, supervisory support, mentored and sponsored. The relationship between self-ascribed career role and career strategies is examined first, followed by the examination of self-ascribed career role and the three remaining career support variables in the order listed above. Table 41 contains the means and standard deviations for the variables examined in the upcoming analyses.

Table 41. Mean and Standard Deviation for Dependent Variables, Career Strategies, Supervisory Support, Mentored and Sponsored, by Independent Variable, Career Role Types

=====						
Career Role Types (n = 38)	Career Strategies			Supervisory Support		
	N	Mean	SD	Mean	SD	
Climber	6	7.17	1.17	22.17	4.71	
Careerist	27	5.0	1.57	22.52	6.41	
Strategist	5	6.6	1.52	15.0	3.67	
Entire Sample	38	5.55	1.72	21.47	6.31	

Career Role Types		Mentored		Sponsored		
	N	Mean	SD	N	Mean	SD
Climber	6	8.33	3.39	5	7.2	3.77
Careerist	27	7.93	3.26	27	6.59	2.61
Strategist	5	9.40	5.18	5	7.8	3.49
Entire Sample	38	8.18	3.49	37	6.84	2.83

Tables 42 and 43 contain the results of the Kruskal-Wallis Analysis of Variance by Ranks and the ANOVA between career role type and career strategies. There was a statistically significant relationship in both analyses. The Scheffe post-hoc test was applied to examine the significance of all possible linear combinations of group means. No statistically significant difference was found between the climbers and strategists ($p=.77$) or the careerists and strategists ($p=.14$). There was a statistically significant difference between the climbers and careerists ($p<.03$). Thus, the null hypothesis was rejected.

For black urban managers in this study, as previously shown in Table 41, the climbers engage in more career strategy behaviors, such as, working long hours and accepting more challenging assignments, than the careerists.

Table 42. Kruskal Wallis Analysis of Variance by Ranks: Dependent Variable, Career Strategies by Independent Variable, Career Role Types

Career Role Groups	Number	Average Rank on Career Strategies
Climbers	6	29.8
Careerists	27	16.0
Strategists	5	26.2

H=9.91, 2df, $p<.01$, n=38

Table 43. Analysis of Variance: Dependent Variable, Career Strategies by Independent Variable, Career Role Types

Effect	SS	df	MS	F	Significance of F
Career Role	29.36	2	14.68	6.42	0.004
Within	80.03	35	2.29		
Scheffe Test--Dependent Variable: Career Strategies					
		Climber	Careerist	Strategist	
Climber		----	0.03	0.77	
Careerist		0.03	----	0.14	
Strategist		0.77	0.14	----	

The finding supports research conducted by Gould and Penley (1984) which verified the importance of career strategies in promoting high levels of career success. Additionally, the finding supports the linkage in the conceptual model that posits that career support factors, such as career strategies, are related to the perceived career role of high level urban black managers. The implication of the finding for practice is simple: create an urban work environment wherein all managers, including black managers, are able to maximize their potential.

Tables 44 and 45 contain the results of the Kruskal-Wallis Analysis of Variance by Ranks and the Analysis of Variance analyses between career role type and supervisory support in which both indicated a statistically significant relationship. Thus, the null hypothesis was rejected. The Scheffe post-hoc test indicated no statistically significant difference among specific career role groups.

Table 44. Kruskal-Wallis Analysis of Variance by Ranks: Dependent Variable, Supervisory Support by Independent Variable, Career Role Types

Career Role Groups	Number	Average Rank on Supervisory Support
Climbers	6	20.8
Careerists	27	21.4
Strategists	5	8.0

H=6.20, 2df, p<.05, n=38

Table 45. Analysis of Variance: Dependent Variable,
Supervisory Support by Independent Variable, Career Role Types

Effect	SS	df	MS	F	Significance of F
Career Role	241.90	2	121.00	3.43	0.04
Within	1233.57	35	35.25		
Scheffe Test--Dependent Variable: Supervisory Support					
	Climber	Careerist	Strategist		
Climber	----	0.98	0.08		
Careerist	0.98	----	0.06		
Strategist	0.08	0.06	----		

For black urban managers in this study, there was a statistically significant difference in supervisory support among career role type. This finding contributes to theory by providing a theoretical framework which links organizational and internal factors to the perceived career role of black urban managers, as well as supports existing research on the career of black managers in general. Baird and Kram (1983) found that managers' careers may also be enriched by supportive relationships with their immediate supervisors. Such support may manifest in the form of constructive feedback, career planning and information, and challenging, visible work assignments that promote development (Greenhaus et al. 1990).

Table 46 contains the results of the Kruskal-Wallis Analysis of Variance by Ranks and the Analysis of Variance analyses between career role type and mentored that indicated no statistically significant relationship. Thus, the null hypothesis was accepted. In this study, there was no statistically significant difference in the degree to which black urban managers believe they have been mentored among career role type.

Table 46. Kruskal-Wallis Analysis of Variance by Ranks and Analysis of Variance: Dependent Variable, Mentored by Independent Variable, Career Role Types

Career Role Groups	Number	Average Rank on Mentored
Climber	6	19.9
Careerist	27	18.8
Strategist	5	22.6

$H=.50$, 2df, $p=.78$, $n=38$

Analysis of Variance: Dependent Variable, Mentored by Independent Variable, Career Role Types (n = 38)					
Effect	SS	df	MS	F	Significance of F
Career Role	9.33	2	4.66	0.37	0.7
Within	440.39	35	12.58		

Table 47 contains the results of the Kruskal-Wallis Analysis of Variance by Ranks and the Analysis of Variance analyses between career role type and sponsored which indicated no statistically significant relationship in either case. Thus,

there was no statistically significant difference in the degree to which black urban managers believe they have been sponsored among career role type group.

Table 47. Kruskal-Wallis Analysis of Variance by Ranks and Analysis of Variance: Dependent Variable, Sponsored by Independent Variable, Career Role Types

Career Role Group	Number	Average Rank on Sponsored
Climber	5	19.7
Careerist	27	18.2
Strategist	5	22.4

$H = .66, 2df, p = .72, n = 37$

Analysis of Variance: Dependent Variable, Sponsored by Independent Variable, Career Role Types (n = 37)					
Effect	SS	df	MS	F	Significance of F
Career Role Within	6.91 282.12	2 34	3.45 8.30	0.42	0.67

As a group, the black urban managers responded neutrally on the mentored (n=38) and sponsored (n=37) variable scales. See Table 41 above. The relationship between the degree to which black urban managers believe they have been mentored or sponsored and their perceived career role warrants additional research with a larger sample. John Fernandez (1981) noted in his study that the single most important nonability factor that directly influences the role that race, sex, age, and

ability play in managers' advancement opportunities is a sponsor or mentor. Thomas (1990) states that "it is difficult to secure a promotion above a certain level without a personal advocate or mentor."

Research Question C2

Research Question C2: For black urban managers, what is the relationship between career role and a selected demographic factor?

Hypothesis 1

Hypothesis 1: Black managers who reached their high level position through EEO/AA are more likely to see themselves as careerists than strategists.

EEO/Affirmative Action (AA) refers to the extent to which black managers perceived that they reached their high level managerial position through merit or as a token EEO/AA hire, as measured by responses to survey Section II, question 13. A score of one indicated the perception that they received the job based on merit; a score of five indicated the perception that they received the job as a token EEO/affirmative action hire. Table 48 below contains the descriptive statistics for this variable.

Table 48. Descriptive Statistics for the EEO/AA Variable

Variable	N	Min.	Max.	Mean	Standard Deviation
EEO	43	1	5	1.1	0.29

As Table 49 below depicts, the crosstabulation analysis between the black urban managers' perceived career role type by their actual response to the survey question on EEO indicated no statistically significant relationship. Aforementioned in Table 48 above, the preponderance of black managers reported the perception that they attained their position on merit, as opposed to EEO/AA initiatives.

Table 49. Crosstabulation Analysis of Career Role Types by Response on EEO Variable

	Climber	Careerist	Strategist	Total
EEO Response				
1	6 15.80	24 63.10	5 13.10	35 92.0%
2	0 0%	3 8.0%	0 0%	3 8.0%
Total	6 15.80%	27 71.10%	5 13.10%	38 100.0%

$\chi^2=1.3$, 2df, $p=.52$, $n=38$

The researcher attributed this result to several possibilities. First, EEO/AA was measured by one question

which the respondents may have found confusing: I often wonder if I deserve this job or if I am a token EEO hire. Second, as previously shown in Table 34, the distribution of the black urban managers in this sample on the predescribed behaviors is as follows: 71.1% identified careerists (low ambition and strong career support base), 15.8% identified climber (high personal ambition and strong career support base) and 13.2% identified strategist (high personal ambition and weak career support base). Yet, as shown in Table 35 above, the black urban managers perceived themselves as ambitious with moderately weak career support, which fits the predescribed strategist role. This distribution pattern might be a result of the descriptions used for the climber and careerist roles where high and low ambition were not clearly delineated.

Thus, the hypothesis remains unsupported and provides an opportunity for additional research using a clearer measure of EEO/AA with the career support scale. The research is still important for theory and practice because one of the most important findings of Fernandez's 1981 study was that almost half of the [black] managers (46 percent) believed that most white managers make minority managers feel they got their jobs because of EEO targets, rather than because of their ability and, in all probability, were encouraged to enter the profession due to the lack of

minority representation at the management level in our nation's cities (Rogers and Touchstone 1982).

Research Question D

Research Question D: What is the relationship, if any, between the managerial and career roles of high level black urban managers?

Hypothesis 1

Hypothesis 1: There is a relationship between the managerial and career role type of high level black urban managers.

Table 50 contains the chi-square (χ^2) contingency analysis crosstabulating the black urban managers perceived managerial role by their perceived career role. Because the chi-square (χ^2) statistic was significant at the .94 probability level, the hypothesis was not supported. Thus, for black urban managers in this study, there was no statistically significant relationship between managerial and career role types. Exploring the relationship between managerial and career role types of black urban managers is an area which provides opportunities for future research.

Hypothesis 1a

Hypothesis 1a: Black managers who see themselves as caretakers are more likely to also see themselves as conservers than climbers. The one urban manager who selected

Table 50. Crosstabulation Analysis of Managerial Role Types by Career Role Types (n = 38)

Managerial Role Types					
Career Role Types	*E	*A	*C	*Cr	Total
Climber	4 11%	2 5%	0 0	0 0	6 16%
Careerist	19 50%	5 13%	1 3%	2 5%	27 71%
Conserver	0 0%	0 0%	0 0%	0 0%	0 0%
Strategist	4 11%	1 3%	0 0%	0 0%	5 13%
Total	27 71%	8 21%	1 3%	2 5%	38 100%

$\chi^2=1.8$, 6df, $p=.94$

*E=Entrepreneur; *A=Administrator; *C=Caretaker; *Cr=Crusader

the caretaker managerial role identified with the careerist career role type. Thus, this hypothesis was not supported.

Hypothesis 1b

Hypothesis 1b: Black managers who see themselves as crusaders are more likely to also see themselves as strategists than careerists. The two black urban managers who selected the crusader managerial role saw themselves as careerists. Hence, this hypothesis was not supported.

Hypothesis 1c

Hypothesis 1c: Black managers who see themselves as entrepreneurs are more likely to also see themselves as climbers than careerists. Nineteen of the 27 black urban managers who perceived themselves as the entrepreneurs selected the careerist role. Therefore, this hypothesis was not supported.

Hypothesis 1d

Hypothesis 1d: Black managers who see themselves as administrators are more likely to also see themselves as careerists than strategists. Five of the eight black urban managers who selected the administrator managerial role type saw themselves as careerists. In this study, 50% of the black urban managers who selected both a managerial and career role perceived themselves as playing the entrepreneur managerial role and the careerist career role, and, as hypothesized, black urban managers who perceived themselves as playing the administrator managerial role also saw

themselves playing the careerist career role, as opposed to the strategist role.

The hypothesis was formulated because, according to the literature, the administrator role evolves from a well-rooted bureaucratic approach to daily tasks (Kotter and Lawrence 1974). Similarly, careerists identify career and rewards with the organization, maintaining the status quo (Wilson 1980).

Chapter Summary

This chapter contains the results of the data analysis. A re-statement of the research question and hypothesis tested is followed by the related data presented in tables, as appropriate. A statistical decision concerning the hypothesis and an assessment of whether the data support or fail to support the hypothesis is provided, followed by a brief discussion of the significance of the finding as it relates to theory, practice or future research needs. In summary, Table 51 lists the finding for each research question and hypothesis previously addressed.

The final chapter, Chapter V, "Summary and Conclusions," summarizes the dissertation. It contains a discussion of the findings in light of the theoretical framework and the conclusions inferred, implications of the results for theory and practice and recommendations for future research.

Table 51. Distribution of Findings that Support and Fail to Support Hypotheses

Research Question and Hypothesis	Support	Fail to Support
Research Question B1: For black urban managers, what are the relationships among the following variables which comprise managerial role: managerial activism, pursues the needs of the black community and organizational support?		
Hypothesis 1: Black managers who display high managerial activism are likely to pursue the needs of the black community.		X
Hypothesis 2: Black managers who have strong organizational support are likely to pursue the needs of the black community.	X	
Hypothesis 3: Black managers who display high managerial activism are likely to work in an environment with strong organizational support.		X
Research Question B2: What is the relationship between pursuing the needs of the black community and selected demographic variables?		
Hypothesis 1: Black managers who are members of black organizations are more likely to pursue the needs of the black community than black managers who are not members of black organizations.		X
Hypothesis 2: Black managers who work in predominately black cities are likely to pursue the needs of the black community.		X
Research Question B3: What is the relationship between the self-ascribed managerial role and selected demographic profile factors of high level black managers?		
Hypothesis 1: Black managers who are age 37 and below are more likely to see themselves as entrepreneurs.		X

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 2: Black managers with longer tenure in their current position are more likely to see themselves as entrepreneurs.		X*
Hypothesis 3: Black managers who supervise more white than non-white employees are more likely to see themselves as caretakers than entrepreneurs.		X
Hypothesis 4: Black managers who are currently job seeking are more likely to see themselves as crusaders.		X*
Hypothesis 5: Black managers with a long tenure in public/government are likely to see themselves as caretakers.		X*
Research Question B4. Do high level black urban managers behave in accordance with their perception of the managerial role that a black urban manager ought to play?		
Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely than caretakers to behave in accordance with their perception of the managerial role that a black urban manager ought to play.	X	
Research Question B5: Do high level black urban managers play the managerial role they want to play?		
Hypothesis 1: Black managers who see themselves as entrepreneurs or administrators are more likely than crusaders to see themselves playing the managerial role they want to play.	X	
Research Question B6: Do high level black urban managers play the managerial role they believe the black community wants them to play?		

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely to play the managerial role they believe the black community wants them to play than those who see themselves as caretakers and crusaders.	X	
Research Question C1: For black urban managers, what is the relationship between self-ascribed career role and variables related to career role?		
Hypothesis 1: Black managers who see themselves as highly ambitious are more likely to see themselves as climbers than conservers.		X
Hypothesis 2: Black managers who see themselves as low on personal ambition are likely to see themselves as careerists than strategists.		X
Hypothesis 3: Black managers who see themselves in a supportive environment are likely to see themselves as climbers than conservers.		X*
Research Question C2: For black urban managers, what is the relationship between career role and a selected demographic factor?		
Hypothesis 1: Black managers who reached their high level position through EEO/AA are more likely to see themselves as careerists than strategists.		X
Research Question D. What is the relationship, if any, between the managerial and career roles of high level black urban managers?		
Hypothesis 1: There is a relationship between the managerial and career role types of high level black urban managers.		X

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 1a: Black managers who see themselves as caretakers are more likely to also see themselves as conservers than climbers.		X
Hypothesis 1b: Black managers who see themselves as crusaders are more likely to also see themselves as strategists than careerists.		X
Hypothesis 1c: Black managers who see themselves as entrepreneurs are more likely to also see themselves as climbers than careerists.		X
Hypothesis 1d: Black managers who see themselves as administrators are more likely to also see themselves as careerists than strategists.		X
X* =Statistically significant relationship found on further examination		

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CHAPTER V

SUMMARY AND CONCLUSIONS

Introduction

This chapter summarizes the dissertation. It contains a discussion of the findings in light of the theoretical framework and the conclusions inferred, implications of the results for theory and practice and recommendations for future research.

Findings

This study identified the profile of 43 high level black urban managers in sixteen cities in Virginia, explored perceptions about their managerial and career roles, as well as examined the relationships among organizational and internal forces and their perceived managerial and career roles. The four managerial role groups examined were the entrepreneurs, administrators, caretakers, and crusaders. The four career role groups examined were the climbers, careerists, conservers and strategists. In particular, the

research determined, for black urban managers in Virginia, whether organizational and personal experiences mediated differences in perceived managerial role and whether organizational and personal experiences mediated differences in perceived career role.

Forty-three high level black urban managers at sixteen cities in Virginia participated in this study. The sample consisted largely of 38-51 year old (74.4%), married (69.7%) men (72.1%) with gross family incomes between \$51,000 and \$79,999 (51.2%). Ninety-eight percent of the black managers have a college education with the majority in possession of a Master's degree from predominately white, public institutions. The black urban managers' field of study varied from public administration (27.9%) to business (13.9%) to other (34.8%), which included majors such as social work, political science, urban studies, planning and law. The black managers in this study are active in community, social and civic activities. Only one black urban manager reported no community involvement. The preponderance of black urban managers hold membership in professional organizations. Substantial percentages are actively involved in church, business and community, fraternal and charitable organizations. Curiously, only a relatively small number (15%) are involved in civil rights organizations.

Ninety-one percent of high level black urban managers work in predominately white cities with populations over

70,000. Over three-fourths of the black managers in this study are classified as department heads (fiscal officers, personnel officers, directors of social services and the like), of which the majority (58.1%) have occupied their current position for less than five years. The black managers' span of control ranged from 0 to 1179 employees supervised. Almost half of the black urban managers reported that they supervise more white employees than non-white employees and two-thirds indicated that they supervise more women than men.

Approximately one-fourth of the black managers indicated that they are currently job seeking or that they plan to retire from their current position. Length of tenure in the public/government sector ranged from five to 39 years with the majority (55%) reporting 16 to 25 years of service. Roughly two-thirds of black urban managers reported that they reached their high level position through promotion, hard work, experience and mentoring. Only one black manager cited EEO/AA initiatives as the reason for ascent to his/her high level position.

The study explored their perceptions about the managerial and career roles they play in local government. The black managers were presented four predescribed managerial and four career role typologies identified by the literature as most prevalent from which they selected the role type which best described the behaviors they display in

local government.

The four managerial roles from which the respondents self-selected were described as follows: 1) entrepreneur - high managerial activism, strong organizational support, and pursues the needs of the black community; 2) administrator - low managerial activism, strong organizational support, and pursues the needs of the black community; 3) caretaker - low managerial activism, weak organizational support, and unfavorable work environment for pursuing the needs of the black community; and 4) crusader - high managerial activism, weak organizational support, and unfavorable work environment for pursuing the needs of the black community. Almost three-fourths of the black urban managers perceived themselves playing the entrepreneur managerial role. Eight (19%) black urban managers saw themselves playing the administrator role, one (2%) selected the caretaker role type and two (5%) identified with the crusader role type.

The four career roles were described as follows:

1) climber - high personal ambition and strong career support; 2) careerist - low personal ambition and strong career support; 3) conserver - low personal ambition and weak career support, and 4) strategist - high personal ambition and weak career support. Of the 38 black urban managers who selected a career role, the majority (71.1%) chose the careerist type. Six black urban managers selected the climber career role and five black urban managers selected

the strategist career role. None of the high level black urban managers perceived themselves as conservers.

The study also examined the relationships among organizational and internal forces and the perceived managerial and career roles of high level black urban managers in Virginia. The theoretical model for this study posited that organizational and internal factors are related to the managerial and career roles black managers choose to play in local government. Table 51 reiterates the findings for the research questions and hypotheses developed to examine these relationships.

High level black urban managers in this study with a high degree of organizational support pursue the needs of the black community (Research Question B1, Hypothesis 2). In this study, black urban managers who actively address the concerns of the black community and reported strong organizational support were defined as entrepreneurs. These black managers indicated that they feel accepted in all aspects of their work and have a high degree of job discretion.

Several hypotheses were developed to investigate the relationship between the black managers' self-ascribed managerial role and selected demographic profile factors (Research Question B3, Hypotheses one through five). In most cases, less than two black managers ascribed to the career role under investigation. Hence, the relationship between

Table 51. Distribution of Findings that Support and Fail to Support Hypotheses

Research Question and Hypothesis	Support	Fail to Support
Research Question B1: For black urban managers, what are the relationships among the following variables which comprise managerial role: managerial activism, pursues the needs of the black community and organizational support?		
Hypothesis 1: Black managers who display high managerial activism are likely to pursue the needs of the black community.		X
Hypothesis 2: Black managers who have strong organizational support are likely to pursue the needs of the black community.	X	
Hypothesis 3: Black managers who display high managerial activism are likely to work in an environment with strong organizational support.		X
Research Question B2: What is the relationship between pursuing the needs of the black community and selected demographic variables?		
Hypothesis 1: Black managers who are members of black organizations are more likely to pursue the needs of the black community than black managers who are not members of black organizations.		X
Hypothesis 2: Black managers who work in predominately black cities are likely to pursue the needs of the black community.		X
Research Question B3: What is the relationship between the self-ascribed managerial role and selected demographic profile factors of high level black managers?		
Hypothesis 1: Black managers who are age 37 and below are more likely to see themselves as entrepreneurs.		X

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 2: Black managers with longer tenure in their current position are more likely to see themselves as entrepreneurs.		X*
Hypothesis 3: Black managers who supervise more white than non-white employees are more likely to see themselves as caretakers than entrepreneurs.		X
Hypothesis 4: Black managers who are currently job seeking are more likely to see themselves as crusaders.		X*
Hypothesis 5: Black managers with a long tenure in public/government are likely to see themselves as caretakers.		X*
Research Question B4. Do high level black urban managers behave in accordance with their perception of the managerial role that a black urban manager ought to play?		
Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely than caretakers to behave in accordance with their perception of the managerial role that a black urban manager ought to play.	X	
Research Question B5: Do high level black urban managers play the managerial role they want to play?		
Hypothesis 1: Black managers who see themselves as entrepreneurs or administrators are more likely than crusaders to see themselves playing the managerial role they want to play.	X	
Research Question B6: Do high level black urban managers play the managerial role they believe the black community wants them to play?		

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 1: Black managers who see themselves as entrepreneurs are more likely to play the managerial role they believe the black community wants them to play than those who see themselves as caretakers and crusaders.	X	
Research Question C1: For black urban managers, what is the relationship between self-ascribed career role and variables related to career role?		
Hypothesis 1: Black managers who see themselves as highly ambitious are more likely to see themselves as climbers than conservers.		X
Hypothesis 2: Black managers who see themselves as low on personal ambition are likely to see themselves as careerists than strategists.		X
Hypothesis 3: Black managers who see themselves in a supportive environment are likely to see themselves as climbers than conservers.		X*
Research Question C2: For black urban managers, what is the relationship between career role and a selected demographic factor?		
Hypothesis 1: Black managers who reached their high level position through EEO/AA are more likely to see themselves as careerists than strategists.		X
Research Question D. What is the relationship, if any, between the managerial and career roles of high level black urban managers?		
Hypothesis 1: There is a relationship between the managerial and career role types of high level black urban managers.		X

Research Question and Hypothesis	Support	Fail to Support
Hypothesis 1a: Black managers who see themselves as caretakers are more likely to also see themselves as conservers than climbers.		X
Hypothesis 1b: Black managers who see themselves as crusaders are more likely to also see themselves as strategists than careerists.		X
Hypothesis 1c: Black managers who see themselves as entrepreneurs are more likely to also see themselves as climbers than careerists.		X
Hypothesis 1d: Black managers who see themselves as administrators are more likely to also see themselves as careerists than strategists.		X
X*=Statistically significant relationship found on further examination		

the variables identified in the hypothesis were examined. This analysis revealed three inverse relationships involving the black urban managers' tenure, pursuit of the needs of the black community and degree of managerial activism. The first inverse relationship indicated that black managers with fewer years in their current high level position addressed the concerns of the black community to a greater extent than black managers with longer tenure in their high level position and vice versa (Research Question B3, Hypothesis 2). The two subsequent inverse relationships involved the black managers' tenure and managerial activism. The degree to which black urban managers in this study displayed managerial activism in the performance of their work was inversely related to their anticipated tenure in their current position, as well as tenure in government/public service (Research Question B3, Hypotheses 4 and 5, respectively).

Research Questions 4, 5 and 6 were developed to discuss the self-ascribed managerial role of high level black urban managers in terms of three outcomes: role norm, role congruence and role incongruence. These three hypotheses asserted that the black urban managers in Virginia want and ought to play the entrepreneur managerial role, which is also the role the black community wants high level black urban managers to play. The findings of this study supported these hypotheses. The entrepreneurs in this study believed that high level black urban managers in general should play this

role and they, specifically, behaved in accordance with this perception.

Finally, the study examined the relationship between the self-ascribed career role of black urban managers and four organizational factors: career strategies, supervisory support and the extent to which they were mentored and sponsored (Research Question C1, Hypothesis 3). Black urban managers who perceived themselves playing the climber career role engaged in more career strategy behaviors, such as, working long hours and accepting more challenging assignments. Additionally, supervisory support was statistically related to career role.

Implications

Theory without practice is empty; practice without theory is blind. The findings of this dissertation have several implications for theory and practice which are discussed in the next sections.

Theory

In addition to confirming existing theories on the role black managers play in the urban environment, the findings of the study augment the literature base by identifying **specific** organizational and personal factors related to the managerial **and** career roles black managers in Virginia play

in the urban environment. The study also provides future researchers interested in studying the role of black urban managers with a specific theoretical model to outline their inquiry: race influences the selection of their managerial and career roles through organizational and personal factors, and managerial roles can be discussed in terms of three outcomes: role norm, role congruence and role incongruence.

Managerial Role

The findings of this study pertaining to the commitment of black urban managers for addressing the needs of the black community sustain the works of Herbert (1974), Henderson (1988), Karnig and Welch (1980), and Karnig and McClain (1988). Adam Herbert (1974) contends that every black manager and professional must consciously or otherwise respond to two basic and difficult questions: 1) "What responsibility do I have to minority group peoples?" and 2) "What role should I attempt to play in making government more responsive to the needs of all people?" The black urban managers in this study have consciously or unconsciously answered the two questions posed by Herbert (1974) as follows: I have a responsibility to minority group people and I should attempt to play the managerial role of entrepreneur.

Henderson (1988) defined the trustee role as black urban managers who are concerned about fulfilling the needs

of the black community by making a personal commitment to actively pursue the needs of the black community. The black urban managers in this study who selected the entrepreneur managerial role type, a role similar to the trustee role, are those managers who believe they are accepted into the formal and informal aspects of their job, have a high degree of autonomy and discretion in performing their work and are responsive to the needs of the black community. They believe this is the role high level black urban managers ought to play, the role they want to play and the role they believe the black community wants them to play.

According to Karnig and Welch (1980), substantive bureaucracy deals with the congruence between the policy wishes of the [black manager] and the [black community]. A number of black managers may have been hired based on the perception that black managers **would** [emphasis added] be more sensitive to the problems and concepts of minority groups (Rogers and Touchstone 1982) and representative bureaucracy assumes that as black managers are brought into the administrative arena, these individuals will represent the interests of the black community (Karnig and McClain 1988).

The findings of the study augment the literature on the role of black urban managers by identifying specific organizational and personal factors related to the managerial role they play in the urban environment. The theoretical model posits that specific organizational factors

(acceptance, job discretion, favorability of the work environment for pursuing the needs of the black community) in the administrative arena and internal factors (managerial activism and the need to pursue the interests of the black community) within black urban managers are related to the managerial role they play in the urban community in general, and black community, in particular. In this study, high level black urban managers in supportive organizations who pursued the needs of the black community were defined as entrepreneurs. Nearly 75% of the black managers in this study perceived themselves playing this role in an urban environment. This finding is particularly important for three reasons. First, it clearly suggests that the people with whom these black managers work interact with them as managers who happen to be black. Second, it demonstrates, for black urban managers, the importance of strong organizational support for pursuing the needs of the black community. Third, the black urban managers' indication of a high degree of acceptance and job discretion are diametrically opposed to the findings of previous studies conducted among black managers in corporate America.

Ilgen and Youtz (1986) suggested that minority members may not be fully accepted into the informal networks in their organizations. Nixon (1985) found that 56 percent of the black managers in her sample perceived themselves as either partially or totally alienated from the formal or informal

aspects of corporate life, and Fernandez (1981) found that many blacks believe that minority managers are likely to be excluded from internal work groups. Fernandez (1975, 1981) also suggested that black managers possess less power, discretion and autonomy in their jobs than their white counterparts and Ilgen and Youtz (1986) suggested that blacks may experience low levels of job discretion and influence as a result of their status as outgroup members in their organization.

This study on the perceived roles of black urban managers in cities in the Commonwealth of Virginia provides future researchers interested in studying the role of black urban managers with a specific theoretical model to outline their inquiry: race influences the selection of their managerial and career roles through organizational and personal factors, and managerial roles can be discussed in terms of role norm, role congruence and role incongruence. Specifically, high level black urban managers will vary from each other in the perception of their managerial role self-image. This variation is related to their managerial role type (entrepreneur, administrator, caretaker, and crusader), and can be discussed in terms of role norm - expectations that the black managers have for themselves, as well as expectations that the black community has of the black manager, role congruence - black managers play the role they want to play and role incongruence - disparities between the

role type of the black manager and role norm.

Roles are largely idiosyncratic, and to the extent that two or more persons exhibit similar roles, this similarity presumably reflects the fact that they have had similar experiences and face similar problems (Biddle 1979). Thus, roles can be considered classifications of behaviors. Because of the nature of organizations as systems of interdependent activity, the occupant of any given role is interdependent with others (Merton 1957) and these others come to have role expectations for appropriate behavior (Pfeffer 1985). Pfeffer (1985) says that "these expectations are communicated and constitute role pressures [which] form an important set of constraints on the behaviors of role occupants."

The findings in this study revealed that black urban managers who see themselves playing the entrepreneur managerial role experience role norm and role congruence because they play the role they believe a black urban manager ought to play, the role they want to play and the role they believe the black community wants them to play. Two black urban managers perceived themselves playing the crusader managerial role and indicated they wanted to play the entrepreneur and administrator managerial roles, respectively. Thus, these two black urban managers are role incongruent, while the entrepreneurs are role congruent. One explanation for the role incongruence is that both

individuals might work in an environment unfavorable for addressing the interests of the black community. The organizational culture precludes them from playing the entrepreneur or administrator role they want to play. Another explanation is that these two black urban managers might not feel accepted into the formal and informal aspects of their work and might not have a high degree of job discretion in performing their work, both of which are statistically related to pursuing the interests of the black community. Herbert (1974) suggests that because of their historical difficulties in obtaining employment, some black public managers place job security over program content or impact which has become an impediment to efforts to address the needs of their communities.

Career Role

The literature on specific organizational and innate factors related to the career role selection of high level black urban managers in Virginia, as well as theories regarding the career development of black managers in the urban environment in general, is scanty. The findings of this study regarding the career role selection of black urban managers in cities in Virginia contribute to literature and theory a theoretical framework which conjoined for examination the relationship of organizational and internal factors to their perceived career role.

Two findings supported the linkage in the theoretical model that indicated, for high level black urban managers, career support factors (career strategies, supervisory support, mentored and sponsored) are related to the career role they choose to play in the urban environment. First, the black managers in this study who saw themselves playing the climber career role engaged in more career strategy behaviors, such as, working long hours and accepting more challenging assignments, than the black managers who selected the careerist role.

Gould and Penley (1984) verified the importance of career strategies in promoting high levels of career success and Greenhaus (1987) explained that career strategies like seeking visible job assignments and working long hours can help employees reach their career goals. Possible explanations for the careerists' behaviors are provided through the works of others. According to Ilgen and Youtz (1986) and Kanter (1979), black managers who are persistently exposed to unfavorable treatment may avoid success-producing activities and instead engage in self-limiting behavior. Greenhaus et al. (1990) cited research which, in essence, suggests that although some black managers have been successful in career advancement due to assertiveness, black managers who perceive their organization as hostile and inequitable and have internalized these negative factors may not see the value in engaging in career strategy behaviors.

The second finding which supported the theoretical model as it pertains to the career role selection of high level black urban managers is that supervisory support is related to the career role selection of high level black urban managers. Such support may manifest in the form of constructive feedback, career planning and information, and challenging, visible work assignments that promote development (Greenhaus et al. 1990). Baird and Kram (1983) found that black managers' careers may be enriched by supportive relationships with their immediate supervisors.

In this study, 13.2% of the black urban managers (strategists) reported that they received career support from their supervisors. Similarly, Jones (1986) reported that 15 percent of the blacks in his sample described their organizational climates as supportive for black managers. Alderfer et al. (1980) and Fernandez (1981) found that black managers are less likely than white managers to feel that they have been provided with important career-related information.

The next section contains a discussion on the implications of the findings for practice. The findings imply that local government officials may benefit from additional training in the areas of personal development/awareness, management behavior, and career development.

Practice

The identification of specific organizational and personal factors that are related to the managerial and career roles black managers perceived themselves playing in the urban environment facilitates an awareness of how organizational experiences affect black managers. More importantly, this awareness could potentially be applied in local government for the purpose of creating a work environment in which all managers in general, and black managers in particular, could maximize their potential by achieving both organizational and career goals.

The Black Manager in the Urban Environment

"The human race, far from being flattened into monotonous conformity, will become far more diverse socially than it ever was before. This is the prospect that man now faces. Change is avalanching upon our heads and most people are grotesquely unprepared to cope with it," wrote Alvin Toffler in 1970 in his book entitled, Future Shock. Twenty years later, as we prepare for the demographic conditions projected for the twenty-first century, Toffler appears quite prophetic. Later in this section, practical suggestions are offered to prepare all individuals in general and managers, both black and white, in particular, to cope with the avalanching change cultural diversity presents in the urban

environment.

In addition, over the past two decades, Henderson (1982), Boggan (1982) and Herbert (1974) identified a set of realities facing black urban managers which remain applicable today.

Henderson (1982) suggested five realities confronting future black urban managers:

1. The struggle for equal employment opportunity will continue to be arduous, particularly at the executive and senior administrative levels;
2. That struggle will take place in a shrinking labor market and a tight public sector market;
3. Like whites, black urban managers will require a combination of traditional and novel management training to confront the realities of urban public administration;
4. The ability of black urban managers to advocate the interests of blacks in bureaucracy will be more problematic; and
5. Since we can anticipate that the special programs which encouraged and supported many of today's black managers will be less available in the future, today's black managers and the management professions must invest in future black management talent.

Boggan (1982) stated that black urban managers must be able to cope with:

1. The deterioration of infrastructures so severe that many times all one can do is fight a holding action.
2. A fiscal crisis that has often taken away the ability to even maintain the physical plant of the community.
3. An intensification, at the local level, of the competition for scarce local dollars as federal and state

program dollars shrink.

4. The real decrease in social program dollars, which spoke specifically to the needs of so many black and other minority members of our community.

5. The shift in community values that has taken place over the past ten years - a change that emphasizes the federal government's getting out of our lives after building tremendous expectations that it could and would resolve the problems of poverty, crime, unemployment and blight.

According to Herbert (1974), the effective black manager will be one who can respond to the challenge of leadership in the quest for more responsive government in spite of these dilemmas:

1. Governmental role expectations of black managers do not necessarily coincide with the black manager's own perceptions, goals, or expectations;

2. Unresponsive public policies put black managers in extremely tenuous positions vis-a-vis the agency, himself/herself, and the community of which he/she is a part;

3. Promotion within the governmental system is generally a function of adherence to established organizational norms; one of these norms historically has been that one need not be concerned about the needs or priorities of black communities.

4. Informal pay and promotional quotas still seem to exist for black managers. Moreover, it is assumed that they can only fill certain types of positions, usually related to social service delivery or to communications with other blacks.

5. Black communities sometimes expect much more of the black manager than he/she can provide, and in most cases demand a far faster response to their demands than these managers have developed the capacity to deliver.

High level black urban managers in this study indicated that they have a high degree of organizational support and pursue the needs of the black community. These black urban managers were defined as entrepreneurs. They indicated that they feel accepted in all aspects of their work and have a high degree of job discretion. The entrepreneurs also reported that high level black urban managers in general should play this role and they, specifically, behave in accordance with this perception.

In addition, the black urban managers in this study with fewer years in their current high level position reported that they addressed the concerns of the black community to a greater extent than black managers with longer tenure in their high level position and vice versa. Also, black urban managers reported the degree to which they display managerial activism in the performance of their work is inversely related to their anticipated tenure in their current position, as well as tenure in government service.

Finally, black urban managers who perceived themselves playing the climber career role engaged in more career strategy behaviors, such as, working long hours and accepting more challenging assignments, than the careerists, and supervisory support is related to career role.

The implications for practice appear to be straightforward: 1) create supportive work environments in which all managers, including black managers, are able to

maximize their potential, address the concerns of the larger community in general and the needs of the black community, in particular, throughout their tenure and 2) encourage black urban managers, both new entrants and those with longer tenures in public/government service, to try different ideas and concepts in urban management. These implications embody the fundamental principles espoused by the late Reverend Dr. Martin Luther King, Jr. and John Donne:

"whatever affects one directly affects all indirectly. No man is an island entire of itself. Any man's death diminishes me because I am involved in mankind, and therefore never send to know for whom the bell tolls; it tolls for thee." The premise is a change in urban government requires first a change in the individuals who comprise the urban government arena.

Suggestions for Successfully Leading Urban Cities into the 21st Century

Thomas Kuhn in the book entitled, The Structure of Scientific Revolutions, stated that cultures change when their theoretical and scientific belief systems change. He described these changes as paradigmatic and provided a detailed account on how they happen. Simply stated, a paradigm is a way of interpreting stimuli. Extrapolating Kuhn's reasoning to urban America in general and the local

government arena, in particular, means that the state of urban America will remain the same until a change occurs in the belief systems of people who comprise the urban environment. Thus, **all** individuals in the urban environment must first begin to change their own belief systems about people who are different from themselves, take responsibility for their own actions and begin to visualize and work toward creating a work environment conducive for meeting the needs and interests of all people.

Stephen R. Covey, author of, The Seven Habits of Highly Effective People, wrote, "we need a new level, a deeper level of thinking - a paradigm based on the principles that accurately describe the territory of effective human being and interacting - to solve these deep concerns. This new level of thinking is a principle-centered, character-based, 'inside-out' approach to personal and interpersonal effectiveness. 'Inside-out' means to start first with self; even more fundamentally, start with the most *inside* part of self - with your paradigms, your character, and your motives." It has been recognized that in any complex organization supervisors have a substantial influence on employee behavior at the same time that employees are having a substantial influence on their supervisors behavior (Gray and Starke 1984). In other words, the influences are interdependent.

Against this backdrop, training in the following areas

is suggested:

1. Personal Development/Awareness

Training in this area will provide local government officials the opportunity to begin the inside-out approach to personal and interpersonal effectiveness purported by Covey. The training must provide the local government participants the opportunity to recognize and admit the prejudices they have about people, situations and/or circumstances. This is vital because one cannot manage prejudice until one recognizes and admits its existence within self.

The training in this area also needs to promote the necessity for openness and honesty in all interactions, as well as taking responsibility for one's own actions and the consequences one brings upon oneself. It needs to provide the local government officials information which facilitates the elimination of the victim or learned helplessness from their being. This training needs to serve as a reminder that one has the ability to choose how one feels, thinks and acts in all situations, including work situations, and that one cannot change anyone except self. The training should also encourage the participants to take time to identify their talents and use them in their job. Each individual should be given the opportunity to honestly determine if they are currently utilizing their talents in their present position. This is vital because if one cannot or are not using their

talents in the urban work environment, a career change may be necessary because a disservice to self and the organization occurs when one cannot maximize their potential in a work environment.

Finally, training in this area which promotes the concept of respect for all others at work in order to deliver quality urban services, not to be confused with personally liking anyone, is recommended. Local government officials could benefit from taking time to get acquainted with their co-workers as individuals rather than operate on a stereotype. The training needs to reinforce the behaviors associated with recognizing and treating oneself and everyone else at work with the dignity and respect they deserve simply because they are human beings, irrespective of their color, race, national origin, gender and the like.

2. Management/Leadership Behavior

Management behavior training for urban managers is recommended because it has been recognized that in any complex organization supervisors have a substantial influence on employee behavior at the same time that employees are having a substantial influence on their supervisors behavior (Gray and Starke 1984). In other words, the influences are interdependent. The implications of the findings of this study for practice entails 1) the development of supportive work environments in which all managers, including black

managers, are able to maximize their potential, address the concerns of the larger community in general and the needs of the black community, in particular, throughout their tenure and 2) encouraging black urban managers, both new entrants and those with longer tenures in public/government service, to try different ideas and concepts in urban management. The behaviors of urban managers are directly linked to the success or failure of these conditions.

Management behavior training which stresses the following points is recommended for urban managers. The first point is leadership style affects subordinate behavior. Training on situational leadership which stresses that managers and employees, together, match leadership style with employee developmental level is recommended. Situational leadership also promotes job discretion and autonomy for trained employees which reduces the probability for micro-management or under-management.

The second point, similar to the first, is training which provides urban managers with the ability to mutually agree on how and when to give their employees feedback on performance. Training on one minute management techniques, or a variation thereof, might prove to be useful. The training needs to stress the necessity for managers to focus on the problem, issue or situation instead of the employees' character when giving feedback on performance. In addition, the training needs to stress the necessity for giving

immediate specific feedback: both praise and re-direction.

In addition, training which describes the urban managers' role as one which encourages risk-taking, innovation and change among employees is suggested. To this end, urban managers will learn how to provide their employees with the opportunity to fail as a means to learn, grow and develop. When dealing with black urban managers in particular, recognizing and discussing their need for pursuing the interests of the black community is suggested.

Finally, training which encourages urban managers to be fair and equitable in all dealings with employees, clearly defining expectations and eliminating the appearance of double standards, nepotism, favoritism, cronyism, sexism and all other "isms" from the work place is suggested.

3. Career Development

Training in this area is suggested to assist urban managers in fulfilling their responsibility as developer, that is, to train and develop staff. The training, at a minimum, could promote the necessity for urban managers to be a mentor or sponsor to people of color and women, give open feedback, challenging assignments, and credit to their employees where credit is due. Training which provides specific techniques to assist urban managers in identifying their employees' career goals and helping people attain their goals is suggested.

Training for black urban managers in how to proactively approach their career development is also suggested. At a minimum, training which encourages them to share their career aspirations with their supervisor, envisioning attaining their goals and developing a written career plan is suggested. The training should also address the need for networking within, without and with other black people, as well as remaining open toward obtaining a white mentor. Training which encourages black urban managers to continue to prepare emotionally, physically, spiritually, and educationally, never using race as a crutch, is suggested.

Future Research Needs

Managerial Role and Selected Factors

Managerial Activism and Managerial Role

In this study, no relationship was found between the degree to which high level black urban managers in Virginia displayed managerial activism and any of the following variables: pursues the needs of the black community, organizational support base, acceptance, job discretion and favorability of work environment for pursuing the needs of the black community. Only one survey question was used to measure managerial activism. The black urban managers, as a population, responded similarly to the managerial activism

question with minimal variance in their responses. Future researchers are encouraged to use more questions to measure managerial activism in the examination of its relationship to the managerial role of high level black urban managers.

Life Stages and Managerial Role

Further exploration into the relationship between the age of black managers and the role they play in an urban environment with a larger sample may provide useful insights. The trend suggests that black managers in this study over age 37 tend to see themselves as entrepreneurs. A number of scholars have developed a set of career-stage models that are linked to the individuals' age (Feldman 1987). Edgar Schein (1978) stated that "the stages and tasks of the career cycle are closely related to those of the biosocial life cycle, because both are linked to age and cultural norms." The stages, issues and tasks of individuals below the age of 35 include, developing and displaying special skills and expertise to lay the groundwork for promotion, establishing a clear identity in the organization, becoming visible and accepting higher levels of responsibility, including that for the work of others as well as one's work. The latter two behaviors closely parallel the behaviors associated with the entrepreneur role.

Membership in Black Organizations and Managerial Role

The findings of this study suggest that membership in black organizations, other than black professional organizations, are not as influential on the behavior of black managers as black professional organizations. According to Henderson (1979), black managers who are members of black professional organizations are more advocacy oriented than black members of other professional organizations because black professional organizations are characterized by an intensive commitment to the development of black communities and black professionals. Consequently, they are noteworthy influences on the behavior of black urban [managers]. Further exploration into this area with a larger sample may provide further support of Henderson's findings.

Supervision of White Employees and Managerial Role

Richards and Jaffee (1972) found that white employees of black leaders engaged in behaviors which hindered the effectiveness of black supervisors. In this study, the black urban managers who selected the caretaker managerial role were hypothesized to supervise more white employees than entrepreneurs. The hypothesis was not supported.

Twenty years later, the exploration of this relationship provides opportunities for future research with a larger sample which may contain more caretakers. It has been recognized that in any complex organization supervisors

have a substantial influence on employee behavior at the same time that employees are having a substantial influence on their supervisors behavior (Gray and Starke 1984). The findings could have implications for theory and practice as city government prepares for a culturally diverse work environment in the upcoming century.

Racial Composition of City and Managerial Role

The hypothesis addressing the relationship between the racial composition of cities in which black urban managers function and the managerial role they play in the urban environment remains unsubstantiated. Approximately three-fourths of the black urban managers in this study reported addressing the needs of the black community in predominately white cities. Additional research on this subject with a larger sample of black managers from cities with varied racial compositions might render useful contributions for practice as urban areas become more racially and ethnically diverse.

Role Theory and Managerial Role

This study did not address the causality between managerial role selection and the three role outcomes: role norm, role congruence and role incongruence. Future researchers are encouraged to utilize the theoretical

framework provided in this study to examine the effects of the managerial role selection of high level black urban managers. This area of inquiry is important because role theory contends that role influences the individual.

Roles and role pressures were viewed by Kahn et al. (1964) as important sources of tension and psychological stress in organizations. Kahn and his colleagues found that role conflict was faced by a large proportion of the workforce they surveyed and, furthermore, was an important cause of stress and tension on the job. Persons who experience stress associated with positions or expected role are said to experience role strain (Marks 1977). Understanding how the managerial role of black urban managers affects their performance in urban government could potentially have significant implications for practice.

Career Role and Selected Factors

Career Support Factors, Personal Ambition and Career Role

For black urban managers in this study, there was no statistically significant relationship between the degree to which they received support from within their organization for their career and the career role they selected. As previously discussed, the black urban managers in this study were highly ambitious in organizations supportive of their career aspirations. Further exploration into this

relationship with a larger sample is suggested.

Similarly, no relationship was found between career role selection of black urban managers and the degree to which they reported engagement in mentoring or sponsoring relationships. As a population, the black urban managers in this study responded neutrally on the mentored and sponsored variable scales.

The relationship between the degree to which black urban managers have been mentored and sponsored and career role remains relevant and warrants additional research with a larger sample. According to Thomas (1990), "a widespread belief is that cream will rise to the top. What passes for cream rising to the top is actually cream being pulled or pushed to the top by an informal system of mentoring and sponsorship." John Fernandez (1981) noted in his study that the single most important nonability factor that directly influences the role that race, sex, age, and ability play in managers' advancement opportunities is a sponsor or mentor. Thomas (1990) stated that "it is difficult to secure a promotion above a certain level without a personal advocate or mentor." Forty percent of the black managers in Fernandez's study (1981) believed that many minorities have a much harder time than white men do in finding someone who is particularly interested in their careers. Greenhaus et al. (1990) reported that "both Ilgen and Youtz (1986) and Kanter (1979) suggested that minority members are less likely than

others to have access to...potential sponsors or mentors, most of whom are likely to be white, [because they] tend to choose proteges who are similar to themselves in social background and with whom they can more readily identify."

EEO/AA and Career Role

For high level black urban managers in this study, the hypothesis regarding the relationship between attaining their position through EEO/AA initiatives and the career role they selected remains unsubstantiated and warrants additional research. One of the most important findings of Fernandez's 1981 study was that almost half of the [black] managers (46 percent) believed that most white managers make minority managers feel they got their jobs because of EEO targets, rather than because of their ability. He wrote, "the self-confidence of minority managers is influenced by the way they are perceived and the cooperation that the work group gives them" (Fernandez 1981).

According to Fernandez (1981), successful, upwardly mobile, as well as blocked and frustrated [black] managers usually state that promotions are based on luck or on being at the right place at the right time; on internal political connections such as friends and mentors belonging to white-male clubs; or external political pressures such as EEO/AA, the National Organization of Women, the NAACP and other organizations; or, on some combination of the three.

There are...some black managers who just happened to be at the right place at the right time and, in all probability, were encouraged to enter the profession due to the lack of minority representation at the management level in our nation's cities (Rogers and Touchstone 1982). It was held that those few blacks who were in executive positions in industry and business two decades ago were persons to point to to show that the organization was integrated and was, therefore, complying with Executive Order No. 11246, which forbade discrimination in employment when the organization had a federal contract (Goode 1970). As previously discussed, several of the black urban managers in this study cited some of the above reasons for reaching their high level position.

Managerial and Career Roles

Exploring the relationship between managerial and career role typologies of black urban managers in Virginia is another area which provides opportunities for future research, building upon the foundation established in this study. Half of the black urban managers who selected both a managerial and career role perceived themselves as playing the entrepreneur managerial role and the careerist career role, and, as hypothesized, black urban managers who perceived themselves as playing the administrator managerial

role also saw themselves playing the careerist career role, as opposed to the strategist role. Five of the eight black urban managers who selected the administrator managerial role saw themselves as careerists. Fifty percent of the black urban managers who selected both a managerial and career role type selected the careerist career role.

According to the literature, the administrator role evolves from a well-rooted bureaucratic approach to daily tasks because these managers work within the organization's chain of command (Kotter and Lawrence 1974). Similarly, careerists identify career and rewards with the organization and maintain the status quo (Wilson 1980).

Conclusion

This study identified the profile of 43 high level black urban managers in sixteen cities in Virginia, explored perceptions about their managerial and career roles, as well as examined the relationships among organizational and internal forces and their perceived managerial and career roles. In particular, the research determined, for black urban managers in Virginia, whether organizational and personal experiences mediated differences in perceived managerial role and whether organizational and personal

experiences mediated differences in perceived career role. The four managerial role groups examined were the entrepreneurs, administrators, caretakers, and crusaders. The four career role groups examined were the climbers, careerists, conservers and strategists.

A non-experimental design employing descriptive and statistical analyses was used to analyze the data. Differences among the groups were noted. The entrepreneurs reported a higher degree of organizational support, role norm and congruence, and pursued the needs of the black community. The climbers engaged in career strategy behaviors and supervisory support was related to career role. The researcher concluded that specific organizational and personal factors are related to the managerial and career roles black managers play in the urban environment.

In addition to confirming existing theories on the role black managers play in the urban environment, the findings of the study augment the literature base by identifying **specific** organizational and personal factors related to the managerial **and** career roles black managers in Virginia play in the urban environment. The study also provides future researchers interested in studying the role of black urban managers with a specific theoretical model to outline their inquiry: race influences the selection of their managerial and career roles through organizational and personal factors, and managerial roles can be discussed in terms of three

outcomes: role norm, role congruence and role incongruence.

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Suggestions for training in the areas of personal development/awareness, management behavior, and career development were provided.

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APPENDIX A

**Sanitized Letter of
Notification that a Potential
Respondent No Longer Holds the
High Level Position**

August 23, 1991

Ms. Karen A. Johnson
3505 Green Brier Blvd., 32-C
Ann Arbor, Michigan 48105

Dear Ms. Johnson:

Please be advised that Mr. _____ is no longer
employed with the City of _____ effective October 1990.

To date the city has not appointed a new
with the _____ assuming the daily duties of
the department. _____ Assistant City Manager, a
minority manager, has already completed this form in its
entirety, which would invalidate your intent to complete the
enclosed.

Sincerely,

Assistant City Manager

enclosures

APPENDIX B

**Sanitized Letter from High
Level Black Urban Manager
Indicating Reasons for Refusal
to Participate**

August 17, 1991

Dear Ms.

Two months ago I asked you to complete and return to me an Urban Black Manager survey. To date, I have not received it. Thus, another survey is enclosed for your completion.

The survey was devised to collect information on your role as a successful high level urban black manager. Please put your name on the survey in the space provided to facilitate my ability to follow-up only with those who may not respond as punctually as yourself. *I assure you that that is the only reason I ask for your name.*

Your responses will be treated *confidentially* and used for statistical analysis only. Your honest, candid responses are requested. Please take a few minutes to complete and return it to me.

I thank you for taking time out of your busy schedule to complete and return this survey. If you have any questions or comments, please feel free to call me at (313) 996-4983 (evenings) or (313) 930-5983 (daytime). Please return the completed survey to me in the stamped, self-addressed envelope provided not later than August 30, 1991.

Thank you in advance for your cooperation!

Sincerely,


Karen A. Johnson

*I will not
participate so to
the requirement
that the survey
be signed*

APPENDIX C

URBAN BLACK MANAGERS SURVEY

URBAN BLACK MANAGERS SURVEY

NAME: _____

SECTION I: Managerial Role Typology

Below is a list of managerial roles which research has identified as most prevalent. Please read each of the following descriptions carefully and specify which type best describes your behavior by checking the appropriate letter (Please check only one).

- _____ (A) tends to use available resources to meet organizational objectives; displays a high degree of managerial activism and innovation in your daily work; has strong support among employees, peers and superiors; pursues the interests of the black community.
- _____ (B) tends to use an agenda setting process which focuses on long term activities mostly for project completion; uses the bureaucratic process heavily for task accomplishment; has a strong network among organizational members, a staff with limited resources of some importance and you actively pursue the interests of the black community.
- _____ (C) tends to use a reactive, short-run oriented agenda setting process; relies on personal appeal for network building; builds a loyal staff with relatively few resources; relies on both the bureaucratic and individualistic processes for task accomplishment; focuses on maintenance, not change; works in an environment unfavorable for pursuing the interests of the black community.
- _____ (D) tends to emphasize crisis management due to the lack of vital resources to manage your department consistently; develops support through the use of principles and personality; highly innovative; works in an environment unfavorable for pursuing the needs of the black community.

Which role do you believe high level urban black managers ought to play?

(A) _____ (B) _____ (C) _____ or (D) _____

Which role do you believe the black community wants high level black managers to play?

(A) _____ (B) _____ (C) _____ or (D) _____

Which role do you want to play?

(A) _____ (B) _____ (C) _____ or (D) _____

Section II: Organizational Support

The statements below refer to factors that may influence the role that black managers choose to play. Please indicate how strongly you agree or disagree with these statements.

	Strongly Agree				Strongly Disagree
	1	2	3	4	5
I have an obligation to make a difference in policy decisions relative to the black community.	_____	_____	_____	_____	_____
I was hired on the perception that I would be sensitive to the needs of black people.	_____	_____	_____	_____	_____
My city has a strong support system for all black employees.	_____	_____	_____	_____	_____
I place job security over meeting the needs of the black community because of previous difficulties in obtaining work.	_____	_____	_____	_____	_____
I am expected to show no favoritism towards blacks.	_____	_____	_____	_____	_____
I am expected to show no bias against whites.	_____	_____	_____	_____	_____
I have to be better than my white peers.	_____	_____	_____	_____	_____
My white peers believe I have my job because of affirmative action or EEO.	_____	_____	_____	_____	_____
Affirmative action is viewed as a handout to unqualified blacks.	_____	_____	_____	_____	_____
My peers view me as incompetent.	_____	_____	_____	_____	_____
I display a high degree of activism and innovation in my daily work.	_____	_____	_____	_____	_____
I feel fully accepted into the formal aspects of my work environment.	_____	_____	_____	_____	_____
I often wonder if I deserve this job or if I am a token EEO hire.	_____	_____	_____	_____	_____
I feel fully accepted into the informal aspects of my work environment.	_____	_____	_____	_____	_____

Section II: Organizational Support (Continued)

	Strongly Agree 1	2	3	4	Strongly Disagree 5
I am included in internal work groups.	_____	_____	_____	_____	_____
I have a significant amount of discretion and autonomy in performing my job.	_____	_____	_____	_____	_____

Section III: Career Role Typology

Below is a list of career roles which research has identified as most prevalent. Please read each of the following descriptions carefully and specify which type best describes your behavior by checking the appropriate letter (Please check only one).

- _____ (A) tends to be concerned with self-interests to maximize power, prestige and income; does exceptionally well on standards used to award promotions; has strong support within the city for gaining promotions.
- _____ (B) tends to identify career and rewards with the organization; maintaining your department and your current position is your paramount concern.
- _____ (C) tends to be concerned with retaining the amount of power, income and prestige you already have; biased against any change and have low expectations of receiving promotions in the future.
- _____ (D) tends to be concerned with seeking promotions by doing exceptionally well on standards used to award promotions in an environment unsupportive of your career goals; seeks out every opportunity to gain consideration for promotion.

Section IV: Career Support

The statements below refer to factors that may influence the career role typology of high level urban black managers. Please indicate how strongly you agree or disagree with these statements.

	Strongly Agree				Strongly Disagree
	1	2	3	4	5
I am highly ambitious.	_____	_____	_____	_____	_____
I seek visible job assignments to gain consideration for promotions.	_____	_____	_____	_____	_____
I work long hours to gain favorable consideration for promotions.	_____	_____	_____	_____	_____
My organization is very supportive in helping me attain my career goals.	_____	_____	_____	_____	_____
My supervisor takes time to learn about my career goals and aspirations.	_____	_____	_____	_____	_____
My supervisor cares about whether or not I achieve my career goals.	_____	_____	_____	_____	_____
My supervisor informs me of career opportunities.	_____	_____	_____	_____	_____
My supervisor makes sure I get credit when I accomplish something substantial in my job.	_____	_____	_____	_____	_____
My supervisor gives me helpful feedback about my performance.	_____	_____	_____	_____	_____
My city is very concerned about developing and promoting black managers.	_____	_____	_____	_____	_____
I do not antagonize my superiors.	_____	_____	_____	_____	_____

***SPONSORING OR MENTORING, ACCORDING TO RESEARCH, IS AN IMPORTANT FACTOR IN ONE'S CAREER DEVELOPMENT.**

MENTORING=A relationship with a more experienced colleague in order to provide you with increased opportunities for advancement, visibility, guidance and advice and "running interference."

SPONSORING=A relationship with an individual of higher status or greater influence in the organization that provides you with "favored status", special treatment, or increased power and influence.

Please indicate how strongly you agree or disagree with these statements.

	Strongly Agree 1	2	3	4	Strongly Disagree 5
I have been mentored by others throughout my career.	_____	_____	_____	_____	_____
I have had no difficulty in finding a mentor.	_____	_____	_____	_____	_____
All of my mentors have been white males.	_____	_____	_____	_____	_____
I currently have a mentor.	_____	_____	_____	_____	_____
The majority of mentors in my city are white males.	_____	_____	_____	_____	_____
My current mentor is a white male.	_____	_____	_____	_____	_____
In general, mentors tend to choose proteges similar to themselves.	_____	_____	_____	_____	_____
I have been sponsored by others throughout my career.	_____	_____	_____	_____	_____
I have had no difficulty in finding a sponsor.	_____	_____	_____	_____	_____
All of my sponsors have been white males.	_____	_____	_____	_____	_____
I currently have a sponsor.	_____	_____	_____	_____	_____
The majority of sponsors in my city are white males.	_____	_____	_____	_____	_____
My current sponsor is a white male.	_____	_____	_____	_____	_____
In general, sponsors tend to choose proteges similar to themselves.	_____	_____	_____	_____	_____

Section V: About You

Please tell me some information about yourself and employment history.
Please check the most appropriate response.

Age:	Current Marital Status:	Gender:
<input type="checkbox"/> 24-30	<input type="checkbox"/> Married	<input type="checkbox"/> Female
<input type="checkbox"/> 31-37	<input type="checkbox"/> Separated	<input type="checkbox"/> Male
<input type="checkbox"/> 38-44	<input type="checkbox"/> Divorced	
<input type="checkbox"/> 45-51	<input type="checkbox"/> Single	
<input type="checkbox"/> 52-58	<input type="checkbox"/> Widowed	
<input type="checkbox"/> 59+		

Highest Level of Education completed:	Educational Institution:
<input type="checkbox"/> No college	<input type="checkbox"/> Historically Black
<input type="checkbox"/> Some college	<input type="checkbox"/> Predominantly White
<input type="checkbox"/> Associate's degree	
<input type="checkbox"/> Bachelor's degree	<input type="checkbox"/> Public Institution
<input type="checkbox"/> Master's degree	<input type="checkbox"/> Private Institution
<input type="checkbox"/> Doctorate degree	
<input type="checkbox"/> Law degree	

Major Field of Study for Highest Degree Held:

<input type="checkbox"/> Business	<input type="checkbox"/> Public Administration
<input type="checkbox"/> Education	<input type="checkbox"/> Science
<input type="checkbox"/> Engineering	<input type="checkbox"/> Social Science
<input type="checkbox"/> Humanities	<input type="checkbox"/> Other _____
	(please specify)

Number of Community, Social and Civic Memberships You Hold:

☐ None ☐ 1-3 ☐ 4-6 ☐ 7+

Please check the three most important to you:
(If you answered "None", go to next question)

<input type="checkbox"/> Church-connected	<input type="checkbox"/> Fraternities/Sororities/Lodges
<input type="checkbox"/> Veterans Organizations	<input type="checkbox"/> Business/Civic/Service Groups
<input type="checkbox"/> Professional Organizations	<input type="checkbox"/> Civil Rights Organizations
<input type="checkbox"/> Country Clubs/Social Groups	<input type="checkbox"/> Charitable Organization

Tenure in Current Position:

☐ Less than 1 year
☐ 13-24 months
☐ 25-36 months
☐ 37-48 months
☐ 49-60 months
☐ 61+ months

What is your current job title?:

Specific Name of Your Department:

Section V: About You (Continued)

What was your approximate gross family income in tax year 1990:

____ Less 50,000 ____ 80,000-99,999 ____ 200,000-299,999
____ 51,000-79,999 ____ 100,000-199,999 ____ 300,000 or more

Population of Current Job Location:

____ 10,000-24,999
____ 25,000-39,999
____ 40,000-54,999
____ 55,000-69,999
____ 70,000+

Racial Composition of Current
Job Location:

____ Predominantly White
____ Predominantly Black

The total number of employees you supervise who are:

____ Non-white ____ White ____ Male ____ Female

Please tell me how you achieved your current, high level urban position.

How long do you expect to remain in this position before looking for another position?

____ Currently job seeking ____ 37-48 months
____ Less than 6 months ____ 49-60 months
____ 6-12 months ____ plan to retire from this job
____ 13-24 months ____ Other _____
____ 25-36 months (please specify)

Total Number of Years In Public Service/Government: _____ Years

Please return the questionnaire within five days in the enclosed, self-addressed postage paid envelope.

<p>Ms. Karen A. Johnson 3505 Green Brier Boulevard Apartment 32-C Ann Arbor, MI 48105</p>

Thank you for participating in my survey!

APPENDIX D

June 14, 1991

Dear:

Several months ago we talked about a study I am doing on the role of the high level urban black manager in Virginia as part of my doctoral work. The survey I asked you to complete and return to me is enclosed.

The survey was devised to collect information on your role as a successful high level urban black manager. Please put your name on the survey in the space provided to facilitate my ability to follow-up only with those who may not respond as punctually as yourself. I assure you that that is the only reason I ask for your name.

Your time spent in completing this research project will provide valuable information for understanding the role that high level black managers such as yourself play in city government. I assure you that your responses will be treated confidentially and used for statistical analysis only. Your honest, candid responses are requested. Approximately 70 high level urban black managers in the Commonwealth of Virginia will be surveyed.

I thank you for taking time out of your busy schedule to complete and return this survey. If you have any questions or comments, please feel free to call me at (313) 995-3987 (evenings) or (313) 930-5983 (daytime). Please return the completed survey to me in the stamped, self-addressed envelope provided not later than July 12, 1991.

Thank you in advance for your cooperation!

Sincerely,

Karen A. Johnson

APPENDIX E

Dear :

Two months ago I asked you to complete and return to me an Urban Black Manager survey. To date, I have not received it. Thus, another survey is enclosed for your completion.

The survey was devised to collect information on your role as a successful high level urban black manager. Please put your name on the survey in the space provided to facilitate my ability to follow-up only with those who may not respond as punctually as yourself. **I assure you that that is the only reason I ask for your name.**

Your responses will be treated **confidentially** and used for statistical analysis only. Your honest, candid responses are requested. Please take a few minutes to complete and return it to me.

I thank you for taking time out of your busy schedule to complete and return this survey. If you have any questions or comments, please feel free to call me at (313) 996-4983 (evenings) or (313) 930-5983 (daytime). Please return the completed survey to me in the stamped, self-addressed envelope provided not later than **August 30, 1991.**

Thank you in advance for your cooperation!

Sincerely,

Karen A. Johnson

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AUTOBIOGRAPHICAL STATEMENT

Karen Ann Johnson was born on October 3, 1959, in Utica, New York. She received the Bachelor of Science degree in Occupational Therapy from Utica College of Syracuse University in May 1981. She received the Master of Public Administration degree, with emphasis on Health Care Administration, in May 1985.

Ms. Johnson was inducted into Phi Kappa Phi National Honor Society in April 1984 and Pi Alpha Alpha Honor Society for Public Affairs and Administrators in November 1984. For academic years 1986 to 1989, Ms. Johnson was awarded doctoral fellowships at Old Dominion University.

Ms. Johnson has held positions as a Registered Occupational Therapist at the Wassaic Developmental Center (July 1981 through August 1982), the Virginia School for the Deaf and Blind (October 1982), and the Department of Veterans Affairs Medical Center (VAMC) Hampton, Virginia (November 1982 to February 1985). In February 1985, Ms. Johnson assumed the position of Employee Development Specialist/EEO Technical Advisor at the Hampton VAMC. In July 1990, Ms. Johnson was selected for the position of Regional EEO Manager, Department of Veterans Affairs Central Region in Ann Arbor, Michigan. In August 1991, Ms. Johnson assumed the position of Staff Assistant to the Director at the Department of Veterans Affairs Medical Center Cleveland, Cleveland, Ohio.